

THINKING LEADERSHIP IN AFRICA

What the next generation of leaders in Africa needs to know

ALLAN BUKUSI

This book traces the triumphant, treacherous and turbulent tale of leadership in Africa through centuries past to the present day. Africa, in 2005 was the only continent to have become poorer in the last forty years. The call for a decisive leadership development strategy for a prosperous tomorrow emerges as an urgent reality and a pressing concern. Perceptive leadership will prepare Africa to face tomorrow's challenges. The vision of this book has a sell-by date. A puzzling new set of global realities await leadership in 2055. Will leadership in Africa be ready?

ISBN 9966-809-04-X,

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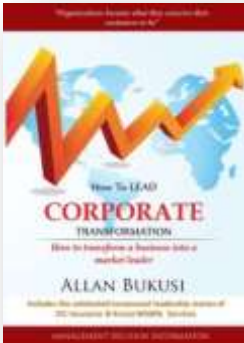
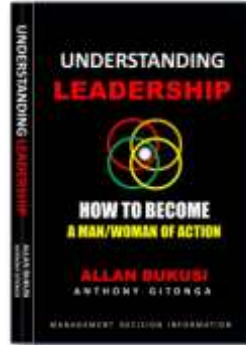
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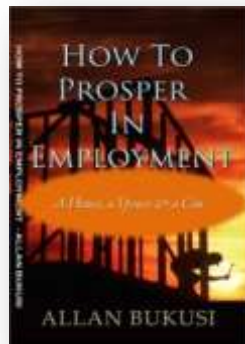
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For God, Nana - my daughter & Africa - my country

AUTHOR

Allan Bukusi is leadership trainer, speaker, and entrepreneur. He trains corporate organizations on leadership, management and personal development. He has conducted assignments in West, East and Southern Africa training participants from different parts of Africa. Allan has a first degree in science, postgraduate in Education and is a Masters In leadership and enterprise. He is a Fellow of the Institute of Human Resources Management (K) and chairman of the Professional Trainers Association (K). He can be reached on email at allanbukusi@mdi.co.ke or allanbukusi@gmail.com

ACKNOWLEDGEMENT

All those who have gone before and have left a trail that can be evaluated have aided this work. I acknowledge that challenging norms and questioning accepted principles might not be easy without causing some measure of discomfort to those with divergent views. I hope that focus on the issues rather than positions will help us all refine and improve leadership practice.

A lot of exploratory reading and research went into this book to review leadership development in Africa from a compressed historical perspective. It was not our aim to make it an academic text. It had to qualify first as readable, challenging and empowering. In preparing this book, I reviewed writing on cultural themes, records on slavery and missionary activity,

documentation on colonialism in Africa, current documentation on UN Africa initiatives, NEPAD documents, Leader biographies, material on leadership, news reports and a series of discussions with Stanley Chege on cultural themes and leadership in Africa in late 2003.

Lukakha's critique of the initial draft (which was more of a collection of essays) helped formulate the final form of the book. Integrated alongside is my own experience and exposure on leadership development in the corporate environment. The condensed lessons and leadership models are intended to make the book a useful record and reference tool for leadership development in all spheres of society in Africa. Thank you Ida for going through the final copy. It's been a long trek to get the work done and I am lucky, grateful and fortunate to have had my family support, great colleagues, customers, clients and Gods blessing of Life to get it all done. Thank you

THE LEADERSHIP CHALLENGE

Leadership is indeed about the way we think, approach, influence and affect matters around us. Leadership starts with and emphasizes the thought process. If leadership is about the way we think then everyone can participate in the leadership process. This does not mean that leadership is a free for all after the manner of a brawl. Leadership is a discipline that calls for social responsibility rather than individual freedom. Leadership must make a value adding contribution within an organization and society at large. Leadership is a matter of considered opinion rather than simple expression. It must be condensed

wisdom that is evaluated in terms of social value rather than a mere point of view. Everyone exercises leadership whenever they accept, take up and act in line with their social responsibility. To add value to the reader and help unravel a better understanding of the concept of leadership and applications of leadership in organization we choose a point of reference. Africa; Home of our interpretation, position of perspective and point of reflection. We discuss leadership as a collective responsibility and a collaborative effort for the success and future of Africa and so the title; THINKING LEADERSHIP IN AFRICA.

Our challenge to you is to think leadership, exercise leadership and take up leadership as a personal responsibility within society. Each of us can help create and contribute to social improvement, empowerment, positive change and corporate growth by actively participating in leadership in Africa.

By being part of the process we can harness individual efforts, contributions and participation into a great momentum for change that will transform Africa into a vibrant socio-economic enterprise. This must be a leadership initiative and not an imposition. If this book provokes you to think about participating in leadership, it will have served its purpose. If you take up your role in leadership in Africa your environment will change. If you accept your responsibility, Africa will be transformed.

CONTENTS

INTRODUCTION, 8	
CHAPTER 1; AFRIKA	9
CHAPTER 2; SOCIAL ORDER	11
CHAPTER 3; LEADERSHIP	14
CHAPTER 4; THE SECOND DAY	18
CHAPTER 5; 1900	21
CHAPTER 6; INFORMAL ORGANIZATION	23
CHAPTER 7; 1900-1950	25
CHAPTER 8; THE GREAT ONES	28
CHAPTER 9; INTERVAL	34
CHAPTER 10; FORMS OF LEADERSHIP	37
CHAPTER 11; 1950-2000	45
CHAPTER 12; ORGANIZATION & ORDER	49
CHAPTER 13; COLONIALISM	57
CHAPTER 14; THE BIG-MAN	61
CHAPTER 15; THE BUREAUCRATIC ENCOUNTER	67
CHAPTER 16; NATIONAL AFFAIRS	73
CHAPTER 17; SOCIAL SECURITY	85
CHAPTER 18; ECONOMICS	90
CHAPTER 19; RECESS	94
CHAPTER 20; LEADERSHIP DEVELOPMENT	96
CHAPTER 21; THE CORPORATION	101
CHAPTER 22; CULTURE	104
CHAPTER 23; THE LEADER VACUUM	108
CHAPTER 24; LEADER PROCESSING	112
CHAPTER 25; LEADERSHIP II	114
CHAPTER 26; THE THIRD DAY	116
CHAPTER 27; THE LEADERSHIP PLATFORM	119
CHAPTER 28; THE SHEPHERD OF AFRICA	122
CHAPTER 29; 2055	126
CHAPTER 30; THE PEOPLE	134
CHAPTER 31; THE CONFERENCE	138

INTRODUCTION

As we trace our discussion through Africa, evaluating how Leadership has fared in practice, we need to organize our thinking on matters of leadership responsibility and explore leadership as a means of realizing the full value of the corporate potential and social energy of the people of Africa. Africa is not a geographic location. Africa is home. Africa lives in the hearts, history and hope of her people.

Our intention is to show leadership as a social and shared corporate responsibility, to give leadership currency (relevance today) and to enable leadership to positively impact the future. To do this we will review history to highlight the development of leadership in Africa and look at some conditions, contexts and events that have shaped leadership and leadership thinking in Africa. We will also use this reference framework to derive models to influence the way forward for leadership practice in Africa.

We will challenge the central role given to the leader to provide leadership and the assumption that the people are assigned to mere follower-ship. There is harmonized distinction between leaders and leadership in effective and successful leadership practice.

Before you make up your mind we must take you on a thirty six hour journey that starts from a slow, sedate, sheltered beginning through tempestuous, trying territory to very intense times that bring us to the threshold of a third nail biting

beginning of a millennium of opportunity on the third day. All we ask is a little patience in unraveling this empowering story of Leadership in Africa.

PART – I AFRIKA

CHAPTER 1; AFRIKA

...the first day in living memory

For a thousand years Africa existed in harmony with the rest of the Earth. Each continent content in relative isolation managed its own affairs as best as each knew how. Out of touch and physically challenged by distance. Apart from minor interaction on coastlines, the world was a big place, no need to know there, much less go there! The continent was a kingdom of communities. We can safely assume that culture was instrumental in governance of the community while villages provided essential frameworks for social structure. One would be hard pressed to find another explanation for the order of settlements one finds across the globe in quite independent and isolated circumstances.

The Family institution is also a global feature though regional setups differ the unit is easily identifiable wherever you go. And there is no question that it is the genesis of procreation and the proliferation of society. While family organization can be considered the nucleus of society, the village is perhaps the basic frame of social order.

Culture unified kingdoms under linguistic borders within geographical (topologic) locations. These kingdoms were essentially extended family groupings that could trace their origins to a common ancestor. Communities were bound and bonded by common heritage, history and homage. In these circumstances leadership facilitated the common good and the regulation of community interaction. Social issues were managed through communal objectives. Though survival may have been an occupying engagement there is plenty of evidence to show that industry, enterprise, education and innovation were not neglected. This points to leadership and leadership development in living memory.

The fact that communities existed and some survived on the earth is evidence that through the engagement of the people the land yielded sufficient resources to sustain its inhabitants. Whether resources were best utilized or utilized economically is perhaps an interpretation of culture. The communities that failed did so for reasons other than external competition or influence. The communities that survived, therefore, had sufficiently mastered the environment.

Kingdoms structured loose association or conflict with other communities, but the order of the day was mainly isolation. All this was to change forever at the turn of the millennium. Three intrusions would distort the face of Africa and disperse the kingdoms therein: Slave Trade, the Missionary and Colonialism. In between would flow the trader.

THINKING

An (isolated) organization cannot continue to exist in its current form when intruded upon by forces beyond its control. It will disintegrate.

CHAPTER 2; **SOCIAL ORDER**

Africa was first a nation of communities it would take a thousand years to make the transition to a community of nations. In the beginning the intricate web of race, relatives & respect made up the core of social order and organization. Strong community bonds ensured that interaction (between communities) was minimal, as kingdoms remained essentially ethnic.

Culture and tradition formed and formulated government. Values such as respect and honesty moderated and regulated social interaction. Though tradition (possibly) did not dominate social order it may have certainly controlled it. The social fabric, structures, conditions and circumstances that supported the practice of social values have since degenerated or changed to a point that has left the practice of some remnant traditions without supporting social contexts or currency. Should we retain everything from culture or carry forward the ageless values that formulate healthy social order?

Though leaders in each community were chosen by different systems, leadership remained a social function synonymous with age and experience. In a closed cultural system it is very

easy to see the relationship between age, experience and therefore wisdom. Leadership was a developmental function often marked by initiation or certification rites or graduation through social ranks.

FAMILY

The nuclear family of one-man-one-wife is not a sainted theme in much of Africa. Communal responsibility received more emphasis. Stepbrothers are just as much brothers as are (lateral) cousins or members of the same age group. The proffered assumption that the nuclear family was and is the basis of social structure may not be entirely accurate. Much of African social framework is structured in bands, layers or strata and groupings rather than the nuclear arrangements reflected in modern contexts. A family includes the extension of relatives and may literally include a whole clan. Family relations cut across society. A child born into society took up their place immediately as a father, mother, uncle, aunt, brother, sister, grandfather or “in-law” to somebody in society and was treated (given respect) as such. Society was tightly woven together. In the band structure, at birth, a child was born with social obligations. In a nuclear set up the child has no social responsibility until leaving the family unit.

In the modern description of society, social frameworks are built around the nuclear family. Leadership is determined by competition among nuclear units. The fragmented nature of nuclear society means that leadership is established by

competition between units. Leadership mobilizes (political) support from other units in the society.

The hierarchical structure of much of African society layered in Patriarch-order granted (assigned) leadership to Age-groups. Leadership was a social duty. A group (and not an individual) was charged with leadership responsibility. This translates into interesting dynamics in interpreting leadership today. Whatever the interpretation, leadership has always been a community concern and a social responsibility in Africa.

The switch in emphasis to nuclear family as the basis of social order has led to the breakdown of organization and order in community life. The conflict probably accounts for much of the confusion in society as traditional loyalists oppose (resist) modern developments. Although this line of thinking is interesting it is not our key interest. We shall leave it to social scientists to investigate. Suffice to appreciate that tensions exist in some places more strongly than others and that these issues sometimes present major challenges to leadership in Africa today.

CULTURE

Culture emphasizes rhythm; one has to look for reason. Culture thrives in isolation but once exposed is open to question. Lack of evidence of intermarriage probably shows that separation was promoted over cooperation and only entered into for political expedience rather than cultural integration. Politics therefore remained a marginal occupation with little or no impact on community development. Community independence

was a weak point of entry for intruders into African affairs and remains a thorn in the flesh of nationalism today.

CHAPTER 3; LEADERSHIP

We have covered enough ground to enable us to define leadership as a concept within the context of organization and order. We also need to do so at this point because tomorrow is a very long day.

When the word leadership is mentioned it is often used in reference to a particular leaders approach or personal style. The assumption being that leadership cannot exist apart from the leader. This is not altogether true. The leader is a key influence on group efforts but is really no more than a symbol of leadership. The leaders role is to galvanize leadership within a group or organization, harnessing potential to achieve corporate ends. Leadership can and does exist outside the leader. In fact it is the availability or unavailability of leadership within a group that determines the success or failure of a leader.

If we focused on leaders, our writing would have to concentrate on biographies and individual leader triumphs and tragedies. We would also be forced to distinguish between successful leaders and leaders who have failed. Much as this may make interesting reading, it would not help us identify much about the corporate character of leadership.

LEADERSHIP

Leadership is the (sum total) shared responsibility of all those in authority and control of institutional resources or charged with organizational responsibility to achieve corporate goals. Leadership is a multilevel distributed function. Leadership requires participation and contribution at all organization levels. Leadership is singularly responsible for the achievements of an organization. The responsibility for success or failure of an organized effort rests squarely on leadership. Leadership is a corporate organization responsibility shouldered by all members of that organization.

Leadership implies group participation. To attribute an organizations achievements to a single leader may sound glamorous, but it would deny and not recognize the support that leadership provided. It would deny that the organizational framework managed and controlled by leadership makes any contribution to corporate initiative. Failing to acknowledge group participation would suggest that there is no shared responsibility for success and that the team of people running, managing or organizing are mere adjuncts of the leader having no leadership competence to speak of.

To seek to change an organization by replacing its chief executive would be presumptuous without leadership support. The importance of the contribution of leadership in steering, implementing and realizing objectives cannot be understated. In short leadership is an organization competence or

institutional ability quite apart from the leader and the leaders ability to lead.

Leadership is an organizations corporate responsibility for the Determination, Direction, Discipline and Development of its business. Leadership comprises the principles, the process and the practice of participation in corporate affairs by every member of the organization. Leadership sums up the total contribution of each member to the success of the whole. Leadership performance can be evaluated by the effect, impact or efficiency of the organization in its environment.

LEADERS & LEADERSHIP

Leaders are singular. Leadership is corporate. Though the influence of leaders can be immense their impact cannot be realized without corporate leadership. Leadership is essential for organization continuity and growth. Leaders are transitory (replaceable) and can be fairly evaluated for specific interventions and periodic choice of direction. But an organizations success is due to the contribution and participation of its corporate leadership in performing its social responsibility.

THE LEADER

The leader is a critical element of leadership but not its core. The leader is a symbol of leadership and not the source of it. The leader is a leadership facilitator but not the force of it. The leader is instrumental to accessing leadership. The leader can stand in the way of leadership and can also be opposed and withstood by leadership. Leaders can dominate leadership and

vice versa. A great deal of attention is paid to the symbolism of the leader perhaps because of the magnetism and glamour of the power, pomp and privilege of the position.

LEADERSHIP ELEMENTS

LEADER Authority	SYSTEM Method
SUPPORT Participation	STRUCTURE Organization

The leader handles authority and power supported by systems and structure with the participation of the people in the organization. Weakness in any one box will destabilize leadership and will eventually incapacitate the organization. Over emphasis in any one box will render the organization vulnerable to instability and unsatisfactory performance. Leadership requires balance in the leadership box to avoid a mismatch between organization potential and performance. Leadership is required to turn organization capacity into ability and resources into results

LEADERSHIP AND AFRICA

In talking about Africa we can talk about leadership because we will be examining Africa's corporate achievements. The role and performance of leadership in Africa can be evaluated against these achievements. Examining the influence of the leader in the achievements of leadership will be important (in some

instances crucial) to understanding Africa's current leadership dynamics. We will not concern ourselves with the character, charisma, competence or contribution of individual leaders; our emphasis will be to evaluate the leadership elements that affect the performance of leadership in Africa.

CHAPTER 4; THE SECOND DAY

...one thousand years.

Visitors from other parts of the world found cultures and kingdoms when they came. As in all governments of people worldwide these kingdoms had acknowledged leadership structures. Kingdoms ordered their communities lives, through edict, tradition and centralized form of government. There were various forms of governance mechanisms including patriarchs, monarchies, various forms of leadership councils and elders courts. We shall leave the details to historians. Visitor contact started with singular initiatives and later institutional interests that started to focus on Africa and send their agents inland.

As the visitors scouted the land they drew up accounts, records, maps and sketches of Africa that captured the imagination of the world – and also drew the attention of the world to Africa's riches, reserves and robust races.

SLAVERY

Africa was literally dragged into the global arena through the humiliating door opened by slave trade. Africa's recorded contribution to global economies dates as far back as the 15th century. The deposition of Africa on the world stage was occasioned by exploration of the globe and the "discovery" of new worlds. Africa's job was to supply the labor. Suffice to say that slavery continued unabated partly because the capacity to organize the kind of resistance necessary to put an end to this evil was disjointed. The people did not have any matching resources materials or means to draw on to fight this intrusion. Leadership in Africa was sent reeling from the comfort of clan, culture, community and country.

Individual bravery and group resistance to this menace abounded across Africa, but leadership was unable to mobilize corporate efforts against a common enemy because of the fractious relations between communities. Traders would predictably raid one village after another playing on the poor inter-village liaison and relations. Villages were hopelessly vulnerable. The leadership efforts to put an end to this inhumanity were illuminated by the conscience of mankind.

Africa had made a guest appearance. This ignominious entry was followed by a period of "silence" as global players moved briefly to other provinces. But respite was short lived before Africa could recollect its thoughts Africa was to come to the world stage again on quite a different pretext.

MISSIONARY

As slave trade in earnest was winding up the missionary was stepping onto the coasts of Africa and working his way inwards. Leadership in Africa saw a different kind of intrusion who appeared visibly harmless and in singular numbers claiming god and a good book. What harm could that possibly do? But leadership in Africa was alarmed when the missionary's brothers quickly followed him claiming the land with gun in hand. This paradox made many a leader reject this "guns and gods" philosophy as some sort of deceitful ploy. But the missionaries had gained a toehold and maintained an edge over the colonizers. They set up churches and more important for leadership in Africa they set up schools that introduced leadership to the wider world.

400 YEARS

For over four hundred years the visitors came and departed at will. Introducing in the process political dynamics on the continent that unsettled disorganized and disrupted the social fabric and rhythm of life in such a way as to render leadership in Africa unable to enforce governance of their own lands, peoples and resources. Then the visitor decided to stay. Independence was ceded away as sovereignty was forced to negotiate (co) existence with the intruders for reasons of raw power.

THE CAKE

So intense was the zeal of the intruders that they sat down and divided Africa like a birthday cake in closing hours of the 19th Century. Each carved out a piece from which they would drag the riches from the people and the soil. The colonizers tried to

stake claim to the future of Africa. But this time things would be different. Though they hacked at its heritage and ignored its history they could not access its heart. As dusk gathered across the land on the second day a call went up.

LEADERSHIP

Where was leadership in Africa when all this was happening? The people fought like any people would for their land and livelihood but the fact that they were overpowered is true. To say that leadership in Africa took no action is false. Leadership in Africa resisted but power is not an objective force. Right and might is not the same thing. However, victory for leadership in Africa would have to await a cogent strategy that would incorporate understanding the latest developments of their current circumstances.

CHAPTER 5; 1900

...the turning point

Up until now the outside world had displayed nothing but contempt for leadership in Africa's achievements, values and beliefs. The turn of the century marked an intensification of leadership activity in Africa. Leadership in Africa had now come into contact with the wider world and was now facing a dilemma as to how to associate with it.

The fact that Africa suffered perhaps irreparably from its misadventure on the world stage up until 1900 is recorded history. The leadership loss incurred through the slave trade may never be quantified; neither will the cost of setbacks to the preparation of Africa to participate effectively in world affairs ever be determined. One could say that this misadventure continued well into the 20th century. However, this was to be so with some major differences.

Africa had been known as the “dark” continent. By 1900 Africa had opened its intra organization and had become more aware of its rich and multiple heritages. Leadership in Africa had come to appreciate that Africa had something that everyone else wanted. Much as the slave trade threw leadership out of its steadfast ways, it also opened leadership’s eyes to its neighbors and friends. The carving up of Africa introduced Africa to matters of inter-continental governance and national resistance. Kingdoms began to establish networks, communication structures and cooperation strategies. Leadership in Africa moved from isolation to consolidation of its capacity. The seeds of national leadership were planted in association, cooperation, education and organization. Leadership in Africa began to use informal order to organize resistance and outright rebellion with rising success.

THE AWAKENING

What caused the awakening? Was it just “the right time”? Why did it take so long? Could the movement have started earlier? What barriers delayed the awakening? Were they legal, logical,

logistical or linguistic? These questions pose serious issues for organization and leadership anywhere. When does an organization achieve critical mass (leadership) to mobilize effective action? When the people know what to do, when there are enough recruits or when communication is effective. What empowered the people? What had changed? Did the cake have anything to do with it?

CHAPTER 6; INFORMAL ORGANIZATION

Informal organization takes place outside of formal structures. Informal order will come into being alongside formal structure. Those structures maybe acceptable or un-acceptable within society. Informal organization and order is a powerful force often ignored at an organizations own peril. When informal order supports formal structures it creates stability in the organization. When informal organization does not support the formal structure it can cause disorder in the formal environment and successfully disrupt the formal organization. Informal organization in formal environments is a two edged sword.

Informal organization can formalize its existence exert pressure on formal organization. An example is how trade unions come into being following (alongside) the establishment of an industry. Both informal and formal organization requires leadership.

FORMS OF INFORMAL ORDER

1. ASSEMBLY	2. GROUP
4. TEAM	3. CLUB

Informal organization will be formatted around the above forms of order. Forms of informal order can also be considered as developmental stages of formation (Assembly-Group-Club-Team) on a continuum, but they are also separate and quite distinct.

It would be true to say that the team exhibits finer elements of informal order and organization while an assembly is more subject to mass (mob) psychology and simple direction. Brief definitions of each will also help establish the role of leadership in each.

ASSEMBLY: a collection of people

GROUP: a select (isolated) core of people

CLUB: subscribed members bound by a set of ethics

TEAM: a synergistic association of people with purpose.

The role of leadership in informal organization begins with mobilizing (collecting) people, winning loyalty, gaining commitment then gradually guiding the organization to realize specific objectives. Leadership can use informal order (especially in formal environments) to achieve its ends. If informal order works against formal order (and vice versa) the

organization will self-destruct. There are no winners in this war. Formal and informal order must co-exist harmoniously in an environment for an organization to survive the long term and optimize performance.

Organizations need to ensure that they have informal support for formal initiatives to succeed. Excluding any member of the organization will lead to corporate failure. What follows next is a success story of informal organization.

CHAPTER 7; 1900-1950

... the years of emergence

During this time leadership in Africa entered a period of intense development on a scale not witnessed before outside the cultural context. Politics presented the platform for new leadership in Africa. Let us try to take the developments one stage at a time in order to understand the development of leadership through this period.

By the early 1900s the colonialists had settled (formalized their stay) into their self-allocated spaces and regulated the plunder of the land through agriculture, mining and other activities they did this effectively using a (leadership) tool called administration. The most advanced form of organization of the day. By interacting, observing and participating in the

administrative process local leadership in Africa became acutely familiar with its operations.

Meanwhile because the missionary had established formal education, leadership in Africa was able to obtain definitions and interpretations of foreign governance, organization and administration. Some of those who received this new education became less awed by it and developed the ability to think freely (outside the conformity of an education curriculum). These people were not bound by what they read but became governed by what they understood. Leadership must think. Leadership in Africa wrestled with ideas and came to the conclusion that ideas are the preserve of no man. It is from this group that the foundations of independent leadership and the first strong signals of the corporate liberation movement were born. Much leadership was to be grown through education but it is important to remember that leadership in Africa was established outside the education system.

The colonial administration grouped and corralled Africans along ethnic lines. Leadership in Africa observed this tendency and determined that the fractious relations between their communities would be their continual undoing. Political movement to develop wider more powerful forms of leadership support cutting across ethnic barriers and founded on individual rights and civil liberties watered the seeds of cooperation. The movement started slowly. Leaders in this direction were few but they grew in numbers and in association. At this early stage leaders may not have been able to organize freedom, but

leadership in Africa would definitely push for social welfare. Leadership in Africa needed to develop a little more and rally the people to support their efforts.

What was to explode into the freedom movements in the 1930s was founded on the work of leadership at the turn of the century. Movements were born and established. The movements were led by those who had been born into colonialism. They yearned for a freedom they had never known. These were not democratic forces; they were movements of a people dissatisfied with their lot and fed up of living without a hope. There was no ideological or industrial content in their message. They were purely about freedom.

Many of these movements were led and steered by the formally educated in society at the time. This is probably why later leadership in Africa was strongly associated with formal education. It was believed that education would empower one to understand the colonial (new foreign systems) structures with the aim taking over those same structures and systems and return power to the people.

The goal was therefore to take over the existing administration. This could be achieved through a popular (informal) movement disrupting colonial governance. And so Africa launched its first corporate effort to self-determination under the banner of political leadership.

CHAPTER 8; THE GREAT ONES

Kenyatta, Nkurumah, Kaunda....

The initiative and leadership to liberate men was born on the African soil. This time it was born at home in the hearts of men set to reclaim their birthright to the future. That was the call and vision with which leadership was charged. This effort began as the carving up of Africa was going on. It was to be accelerated by world events in the early part of the 1900s. The Great ones grew up in changing and dramatic times. Industry, travel, continental conscience movements and two world wars that rearranged global alliances and restructured the global agenda. These events opened unprecedented opportunities for expression on the world stage to question and challenge local conditions.

The Great Ones task was by no means easy. The Great Ones fought battles on two fronts for freedom. They fought for sovereignty for their communities and they fought to liberate minds (of their people) chained by centuries of oppression. They knew that a nation could not be founded unless these two battles were won.

Leadership in Africa had to address the cultural values of communities who lived in sustainable isolation challenging them to form new viewpoints. They wrestled with their own communities to form ethnic blocks because even that could not

be assumed (under colonialism the strategy was divide and rule). They had to convince the people that, not only was cooperation necessary, but that corporation with other communities was mandatory if they were ever going to be free from the colonizer to form a Nation. This kind of thinking may sound simplistic but it was revolutionary at the time. There were no precedents on the cultural plane.

The Great Ones had to lead their communities outside their comfortable cultural framework and convince them that there was nothing wrong with other communities. The Great Ones understood the importance of the cultural heritage but in order for a nation to be formed ethnic perspectives of (other) communities had to be revised in order to literally construct a nation out of those same communities. Leadership in Africa came to understand that nations are not made out of geographical carvings but rather the association and integration of peoples within a location. The battle of leadership in Africa at the time was essentially to liberate men from the framework that allowed them to be colonized.

Leadership in Africa had to develop depth and strength in the ranks by overcoming cultural paradigms within communities that would allow the people first to associate then enable them to start talking about cooperation. They had to explain that what they sought to achieve as a corporate effort was bigger than community loyalty. Indeed community leadership would have to submit to the corporate goals of freedom and subscribe to the mission above and beyond the call of the community.

They were saying in effect that as far as freedom was concerned tribal groupings did not exist. This could easily be interpreted as a slight on a communities rights to self-determination. Many of the leaders at the time, as we said, were the people who had come through the formal foreign education systems. The locals could easily have dismissed this new logic as propaganda of the new African elite and young hot heads – organizing a betrayal of community to foreigners.

The leaders persisted in their arguments. Amazingly though the Great Ones may not have been fully convincing, the people followed them gingerly. Perhaps because the people had few options or perhaps they needed a future or maybe they just needed to hold on to hope. Political leadership gathered into a swelling tide over 50 years.

In the face of the colonialists the great ones waged a different battle. Freedom they said was an inalienable right of the people of Africa. The cost of freedom was not the point. The right to self-determination was enshrined on the world stage. Why not Africa? After delivering this message to European capitals and administrative centers on the continent they returned home to resume the battle on the home front.

The paradox was that they might get what they wanted for their people. Would the people be ready? It was a race against time. The nature of community is as deep and as long as the history of Africa. Satisfying community interests would be complex and infinitely compounded. Leadership in Africa had to find a

solution to this and present a face to the world that theirs was the struggle of a united nation under oppression.

OPPRESSION

In an unequal match such as that of the oppressed and the oppressor, the oppressor draws battle lines. If the oppressor chooses force then the oppressed must address the same. This led leadership in Africa to design a strategy that would provide a show of force against the oppressor. They resorted to harnessing the support of people power (available in ethnic blocks) into the freedom struggle. They took power from the colonialist who had so far succeeded in keeping them divided. This strategy much as it was successful in deposing the colonialist has cost Africa dearly in nationhood - the ghost of ethnicity refused to go away.

HINDSIGHT

With hindsight the achievements of the freedom movements sound almost as unbelievable as they are inspiring. Picture any of the fighters of the freedom movement and picture the irrational fear of the colonial empire of that lone ill equipped person. The colonial powers ruthlessly killed, arrested and tortured the symbols of leadership. Many of who probably did not know how to handle a gun. They jailed, isolated and humiliated them in the name of treason. This would appear excessive and sadistic especially given that their chances of success against an empire were improbable.

One can only appreciate the colonial fear of the Great Ones in the context of the achievement of leadership in Africa in those

times. To agitate for freedom was no mean feat. To agitate was to mobilize people, resources and organize the informal movement that would eventually return governance to the people. The agitators had to create networks across cultures, maintain communication of developments on the ground in far flung areas, mobilize non-existent resources for travel and education, arrange for underground movements and create invisible structures that kept them informed well in advance of the enemies movements. Yet the leaders were men you could walk up to and arrest with no pretensions at all. Leadership at its best is perhaps non-tangible it exists in the courage, commitment and conscience of the people.

These men and women without comparable firepower walked into the capitals of Europe proclaimed TRESPASS! And came out with whole countries. Without so much as firing a bullet! They walked into the lion's den and came out with the prey, then sent the lion back to the woods empty. With mere words they inspired in men what no colonial army could suppress with bullets, armor and discipline. Is this the power of leadership?

Using a mixture of guerilla tactics, non-violent means, fledging political movements, sheer determination and personal sacrifice the people were able to overcome superpowers with an outstanding performance. They transformed natives into citizens in the full glare of the world stage. Leadership did Africa proud without technology, atomic bombs or industrialization! Leadership in Africa maneuvered the fortified dominions; mastered colonial structures and power bases, called up

resources no one even knew existed and outflanked the oppressor to win freedom. Is this the power of leadership? Does leadership require resources and reserves or just relevance and reason?

Leadership in Africa succeeded in building an invisible corporate entity with a vision of freedom and mission of independence on a shoe sting budget that was to depose the dreaded colonialists. Leadership grew in depth from a few committed members to whole populations. The cause was not a one-man show. The removal of a leader would immediately be taken up by another from the ranks. From the colonialists point of view it became apparent that it was better to deal with one man and try to contain the cause, than face the combined power of the people. Even that failed in the face of the freedom corporations sweeping across the continent where each individual added strength to the struggle. Does the power of leadership in Africa lie in the strength, character and resolve of the people?

NOTES

The lessons for leadership today from the Great Ones are numerous. The successes of leadership in that day are even more inspiring today. Could their success have been achieved without leadership? What did they do to win this war that was so unevenly matched? What did they build leadership on? What did the colonizers fear most? Did we miss something in this epic tale of independence that is in danger of being lost forever? Did freedom arrive on time, too soon or too late? ...Did freedom arrive with leaders or was it leadership?

CHAPTER 9; INTERVAL

In the first millennium internal organization of the continent was based on independent governance systems focused on community and cultural dynamics. Interaction frameworks between ethnic groupings remained cautious, physically challenged by distance and environmental conditions. This is the environment in which leadership operated. In terms of organization continuity we learn that isolation guarantees neither safety, security nor superiority. Neither does it guarantee survival, success or long-term existence. Intrusion or competition could be its undoing

The second millennium posed profound changes to the foundations of leadership dynamics on the continent. The second millennium brought external influences and intrusions that brought tidal waves upon leadership frameworks in Africa. The waves eroded beliefs, cultural systems of government, traditional practices and other leadership paradigms. Social values were thrown into flux and society descended into disarray as external intrusion began to influence social organization and order. The continent was ravaged by confusing, independent, separate, repeated and sometimes simultaneous attack by multiple interest groups. Rebutting these attacks was both distressing and draining. Distressing because dealing with a different enemy each time rendered coordinative strategy impossible. Draining because with each successive attack society and leadership was progressively

weakened. Though the influences and intrusions of the millennium carved up the land they never accessed the heart of the continent.

If leadership was standing in the first millennium it was completely disoriented and remained in a state of disorder until the later part of the second millennium when formal structures introduced by the intruders began to (re) order the environment. Leadership was able to learn, adjust to and evaluate the new conditions. Leadership in Africa regrouped. Reorienting contributors such as the missionary efforts, which enabled the understanding of the world context, values systems, beliefs and practices cannot be understated. The colonizers in the meantime introduced (visible) administrative structures that could be understood and mastered. The order and regulation of the formal environment gave opportunity for the informal growth and development of leadership in Africa.

The scattered, disorganized resistance in Africa was galvanized into a formidable movement by the formalization of colonialism as the one common combined enemy. It would now take a relatively short time to do what leadership in Africa had been unable to do for centuries. There are multiple lessons here for leadership in Africa.

At the turn of the century leadership in Africa gained a frame of reference to re-launch itself in the 1900s with a call for self-determination. It would take leadership just 50 years to stand bravely on its feet again. It was a heady feeling but it would take some time to gain the confidence of centuries past and pursue

the challenges of the future. The village had changed. It was a new village. A world village with new themes and paradigms producing a new set of leadership dynamics, organization and order that would need to be mastered.

Within the context of the world events, it is clear that by the middle of the 1900s Africa was riding the crest of a wave making its first triumphant entry on to the world stage and what a victory it was for leadership! It is also important to note that Africa was propelled onto the world stage by political events.

Political leadership is still considered as leadership in many different spheres of Africa's existence today. Politics pervades leadership in business, social life, science, education almost every thing is politicized where leadership is required. But leadership is not politics and politics is not leadership. Leadership influences the quality of politics. In fact leadership influences the quality of any endeavor.

Now we will turn our attention to the intense period leading up to Africa today: The period of nationhood from 1950 to the close of the second millennium. The turn of this period was handled by the Great Ones. Were leaders and more so was leadership prepared for the challenges ahead? Nationhood would make a new set of demands of leadership in Africa under a completely new set of village dynamics.

The challenges leadership would face would be totally removed from oppression or opposition – two terms that drive politics. Was there sufficient leadership to manage a State? Leadership

in Africa having very recently shown the world its remarkable capability at organization and strategy was to enter the unfamiliar terrain of institutional leadership. In the new state Africa was in need of leadership in the context of multiple divergent legitimate interests. Leadership in Africa was about to be ambushed by victory.

We need a leadership model that will set the new challenges in context to help us understand the dilemma faced by leadership in Africa shortly after independence. We also need to inaugurate a museum of relics and passing conditions of leadership to remind us of the genesis and perhaps where we cannot return.

CHAPTER 10; FORMS OF LEADERSHIP

Through history leadership has been called upon to meet social needs. These needs can also be determined by what the various situations in history have called for. Situations call for leadership of a specific nature given the circumstances. There are at least four such situations where different forms of leadership are called for. The table below summarizes the call of leadership, the form of leadership, the achievement expected of that leadership and the leadership character.

THE CALL

The call	Form	Achievement	Character
To Rebuild	Reform	Renewal Transformation	Creative, Radical
To Govern	Governance	Maintenance & modest building	Conservative
To Liberate	Liberator	Freedom, emancipation	Combative, Firebrand
To Conquer	Conqueror	Vanquish, expansion, growth	Assertive

REFORM

The Reformer works with paradigms, systems and structures and seeks to renew them. Transformational leadership often presents new ideas that seem out of touch with reality and are sometimes quite complex. Yet they are usually just matters presented from a different standpoint. Like the “base” concept in mathematics, if you change the base from 10 to 5 your sums will have different answers, though you use the same figures. The challenge of the reformer is to evolve systems and to get other people to see things in the same way and act accordingly. Once the people grasp and adopt the concept transformation occurs. Reformers can remodel, reorganize, modify and fashion anew. Reformers can work with failed, destroyed or incomplete works. Reform often appears radical but its main aim is not to capsize the boat, just rock it a little to stop it from keeling over or redirecting it to stop it from getting lost. Reformers optimize organization or institution performance. Reformers aim at

improvement, efficiency and effectiveness. Reform drives creativity, invention and innovation it focuses on improvement and does not necessarily seek to destroy, but it will seek to re-invent the wheel. It is mainly conceptual (philosophical) though it can also be technical and professional in outlook.

GOVERNOR

The governor has the call to establish. Leadership is required to preserve and consolidate gains made by the organization. The role of governance is to initiate modest growth and development in the context of the status quo. This is a no sparks, no surprises approach to leadership. The governor ensures harmony and order as the overriding principle of the process. Stability is the main achievement. The governor does not seek to introduce anything new. Governing is by nature conservative, dutiful and steadfast. This kind of leadership stays the course despite the circumstances. Governors guard institutions with their lives and their measure of achievement is in handing them over intact. This form of leadership thrives in an era where reliable efficient systems and structures have been built, are in existence and only need maintenance. When society is happy or comfortable with the status quo they call for governance.

LIBERATORS

The Liberator call is to set free. Leadership is characterized by firebrands who have nothing to lose. Their intention is to overthrow and dispose of whatever existed before. They attack any and every institution and individuals that has a vague

reference to what they describe as the oppressor. Liberators have a few ideas but they are mainly concerned with the removal of the oppression. This form of leadership does not mind destroying. Liberators do not think about rebuilding. Their interest is purely and simply the dismantling and removal of oppression, it does not matter that no structures will be left in which to shelter. The basis of achievement is emancipation.

This form of leadership is antagonistic and is driven by the enemy. Whatever the enemy is perceived to be. However this type of leadership is singularly vulnerable in that its existence is dependent on the enemy, is focused on the enemy and needs the enemy to succeed. Without that one focus leadership will fall apart. In its success are the seeds of its downfall. Unfortunately much of political leadership falls in this category.

THE CONQUEROR

The final call is of the conqueror. The form of leadership adopted by the conqueror is perhaps the shrewdest by nature. This form of leadership builds and builds rapidly by taking advantage of opportunities, exploiting both strengths and weaknesses alike. The conqueror enjoys a conquest. The conqueror is not radical. The conqueror takes calculated risk but can be extremely persistent. Conquerors make no pretensions about intentions and often go public about them. Conquerors go about their business with meticulous planning and detailed execution. This form of leadership is highly competitive. The achievement is in winning. To be a winner is all that matters. This leadership is best charged with the responsibility to expand

territory or to take it over. The conqueror, contrary to the liberator, does not need an enemy or a visible focus of attention. The conqueror in the absence of a challenge formulates a territory to invade and then proceeds to go out and conquer it. Conquerors make conquests of all that is undesirable and even anything that may be desirable.

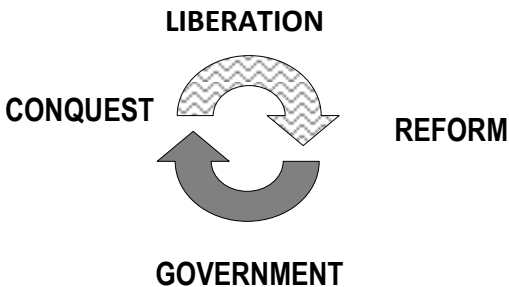
ORGANIZATION

Our own view is that circumstances give direction to leadership but also facilitates the identification of suitable leaders based on their individual strengths that will be characteristic of desired leadership. It is also of our opinion that though leadership and leaders have strengths in one situation few if any will be universally talented in leadership of every situation. Hence we believe that mature organizations must develop leadership capacity to enable the organization to face and successfully overcome the varied forms of challenge it will face in its existence. This will also ensure that leadership is rotated within the ranks as the situation demands.

Of the four calls none can be said to be more or less important. But the excitement elicited by the Reformer is muted and often goes unrecognized, however the effects of their initiative can last for generations. Pioneers, inventors and researchers can be classed as Reformers seeking to redraw social paradigms. The conqueror draws much public acclaim the effect of the victory however is often short-lived. After one battle there must be another battle soon. Governors do not cause much of a fuss unless they do not meet social expectations. Liberators on the

other-hand cause a captivating stir of emotions reverberating long after the event. The response of society to the fruits of leadership efforts can be misleading when considered in the light of their achievements. On the whole an organization facing new challenge will also need to change its leadership. Successful change will enable the organization to move on and survive with an appropriate form of leadership in place.

ORGANIZATION DEVELOPMENT CYCLE



These four forms of leadership required in diverse circumstances can also be interpreted as an organization development cycle. Emerging from liberation or redemption an organization would naturally require Reform before it becomes self-governing under a new (different form oppression) form of governance in line with its new aspirations and goals. With time an organization would plateau or move to the next phase where expansion, or diversification would be key to its continued growth. Once it has achieved this it is likely that the organization will reach some sort of peak and thus require liberation from itself again (or further reformation) plunging the

organization through another cycle of organization change. Missing a stage is perhaps not altogether healthy.

THE CALL

Does society call for leadership or do leaders provide leadership? If the first is true then leaders have no responsibility other than to act in response to society and to serve the people's interests. If the latter is the case then leaders must dominate society completely. We shall see the application and effects of both these approaches to leadership.

SUMMARY

The demands of the situation call for specific forms of leadership but the nature of the work also frames leaders. This presents some interesting questions. When the situation changes can leadership change? Or when leadership demands change can leaders change to suit the demands? More specifically is there such a thing as an "all round" leader able to adapt to all four calls of leadership without so much as a second thought? Do situations enable appropriate leadership to show forth? Do leaders and people in leadership demonstrate personal strengths and weaknesses in the various forms of leadership? Can the appropriate form of leadership be learned or is it built on natural talents. Is it true that there are some people who have leadership ability which will never show forth because the situations they are in will never facilitate its expression? Does this mean that for an organization to have mature leadership it must have capability (depth and breadth)

of all forms of leadership in its ranks to effectively deal with every organizational situation?

CAREERS

Those pursuing leadership as a career development strategy must make careful selection of the form of leadership one can/is able to take up. Otherwise competence will be frustrated by poor choice of leadership form or poor match between organization (job) demands and ones leadership strength (competence). E.g. a Skilled businessman may find leadership hard going in politics.

THE STATE OF LEADERSHIP IN AFRICA

From the profiles of leaders drawn up against the above forms of leadership it would be interesting to debate whether the liberator (heading a liberation movement) can form a good governor? The leadership demands are as different as the leadership characteristics. It would be very difficult for a liberator to become a governor if only by temperament. Many of the Great Ones were liberators. Could they have been expected to transform themselves overnight to become governors?

This presents a new angle to the dilemma faced by leadership at the birth of nations. Leadership in Africa was principally made up of liberators charged with the responsibility of governance. The liberation movement had one simple enemy whom they fought with heart and soul. Now this same leadership was charged with the responsibility of governance over what they had successfully vanquished. Take a closer look at the four

forms of leadership and it will become clear that what was needed was Reform not even immediate governance. But transformational leadership ability was not in short supply it was in no supply. A new form of leadership would have had to have been developed and charged with the responsibility of rebuilding before handing over the nation to governors.

Part II

THE NATIONS

Accra, Blantyre, Cairo, Dar...

CHAPTER 11; 1950-2000

... the intense Years

From the early 1950s Leadership in Africa entered into a period of birthing nations as the colonizers beat the retreat. Nationhood would throw a complex array of challenges at leadership in Africa. How did Africa handle these challenges? A single volume cannot hope to tell the full story of any one nation; we shall not even try. What we will consider is how leadership in Africa has fared in governance and social concerns.

The intense times of the nations were characterized by changing decades. The 60's were a period of relative honeymoon as Africa cracked the nut of colonialism and produced nations. Governance changed hands from foreigners to leaders in Africa. For the first time in centuries communities

in Africa had voice again and rejoiced at the prospect of self-determination. The euphoria and grandeur was unmatched a historical first in so many ways. What may not have been clear is that independence did not mean a return to the old community order it was to be association on a new social plane (order) and identity – the nation in a global village.

By the late sixties it became clear that the integration of communities into nations was to be a major concern for many years to come. Many ethnic battles were to be born out of the failure to make a success of the transition to nationhood. Some of these battles culminated in ethnic atrocities of inhuman proportions. No doubt efforts were made to create a national identity; Anthems, Dress & Language, Flag etc but perhaps not all of leadership in Africa understood the importance or the significance of forming nations and not enough was (or has been) done. Leadership in Africa must examine its role in sustaining internal conflict. By not resolving the matter of national identity, nations can expect continued distraction and sub optimal performance of nations.

By the seventies cracks began to appear in the landscape. Dictators and military regimes shot to the foreground. Civil wars, unrest, Governments in trouble and news of tense situations in Africa emerged. These were trying times for the nations and leadership in Africa. Many of the Great Ones had held on to power, some had been deposed. This was a time in which regimes began to change face. Why did internal conflicts emerge so quickly after independence? Was this freedom? Why

were the people dissatisfied? Were they not reaping the fruits of independence? Did the people feel cheated of the fruit of victory?

Did leadership in Africa go into hiding? Perhaps too the people were saying: “we have achieved independence-so what’s next? Give us another challenge!” did leadership in Africa have an answer to this question? Was leadership in Africa fully engaged participating and contributing to national affairs or was it left out in the cold as leaders ran down government? Self-determination had been realized, now social responsibility beckoned. Where was leadership?

The 1980s will be remembered for the biggest feeding campaign the world had ever known. The place: Africa. Besides natural calamity, the use and management of land and utilization of resources came sharply into focus. It was far from adequate. These were the years when world players were no longer impressed with Africa’s independence bravado and demanded to be paid back loans, grants and started to use aid to manipulate governments, collapsing Africa into a cycle of poverty hitherto unknown. Economic despondency forced African governments to go hat in hand around the globe. Again we must ask where was leadership in Africa during those years? What happened to all that energy that moved the nation at its formation? What happened to initiative and enterprise? Was it absent or just not appreciated? Where was leadership had it dissipated to a point of insolvency? Was foreign aid really the

solution? By the eighties it was clear that economies in Africa were not managing.

The 1990s saw a new rise of popular movements in Africa. This time they were of an internal nature. They were labeled the forces of democracy. Africa was hit by new waves of protest against leadership. There was something new about this uprising against leadership. It was new. It was from a new generation. The participating population this time had been born into freedom so to call it uprising against oppression may be wrong, but it was a wave of protest against something. Upon close examination the “democratic” forces of the 1990s were not about – one man one vote. They were about populations fed up of living without a hope. The people were simply dissatisfied with the current state of affairs and at a loss for future opportunity.

As the nations patriarchs were forced to hand over power, Leadership succession became a major concern across the continent. Meanwhile populations were still ravaged by hunger and disease while ethnic conflict returned with a vengeance. The end of the millennium would have little good news for a continent that had been through so much pain.

THINKING

Why did the success of the freedom struggle not follow through after independence? Within a short time after independence leadership dynamics seemed to have changed. Many of the new nations descended into turmoil as they struggled with the new reality and new responsibility? Is this the failure of success or

the failure of preparation for success? Did the leaders claim leadership and then fail to manage it or did the people abandon leadership to the leaders after the success of independence. Did freedom translate into social responsibility? And what is the role of leadership in Africa in the formal environment?

Weaving its thread through the affairs of the nation for 100 years has been politics. In the first 50 years politics rose and ruled. In the last half century it has reigned but also seems to have ravaged the land. Before we move to delve into the key issues of the intense years, we must reflect on the conditions surrounding organization and order as Africa changed state and describe a leadership framework that will help us understand some of the challenges faced by leadership during this period.

CHAPTER 12; ORGANIZATION & ORDER

The intense years saw a massive re-organization of the context in which leadership in Africa operated. Prior to 1950 leadership was confined to informal (unformalized) contexts. Leadership operated underground organizations on the fringes of the social stage outside the public glare. The victory of self-determination meant that leadership in Africa was propelled to the center stage of social events. Leadership moved into the formal (formalized) structures of leadership that made demands of social order as well as social advancement. Two assignments that were contrary to leaderships most recent engagement.

The change over from an informal- ill appreciated outfit to the formal respected context of organization was exciting and challenging- it may have been a bit overwhelming as well. The new order demanded transparency and accountability, as well as monitored performance. Something which leadership in Africa, operating on the fringe, was not entirely used to. In fact this may have introduced a good measure of discomfort. On the fringe, leadership could have gotten away with a great deal- almost anything. Under public scrutiny it became difficult if not almost impossible. Leadership faced a major challenge to transform itself from being not accountable to becoming socially responsible. The challenge before leadership was to move away from partisan interests and take on social responsibility, managing social organization and creating social order.

FORMS OF ORGANIZATION

In the formalized environment there are at least four forms of organization (structure) that make varying demands on leadership.

ASSOCIATION Constitution	INSTITUTION Procedure
CORPORATION Process	ENTERPRISE Policy

To be effective in the various forms of organization leadership uses the structures available to them to maximize performance.

Association is driven by constitutions, Institutions by procedures (often laden with bureaucracy), enterprise is ordered to reflect business policy while corporation processes realize the vision of the organization and directly serve its purposes.

It is not hard to see that there are different roles required of leadership in each of these forms of organization. The constitution of an association is not expected to change much over time while in corporations processes may be eliminated overnight. There is frequent reorganization of activity in business enterprises while institutional procedure is a more permanent feature.

ORGANIZATION LEADERSHIP

Whereas leadership can be seen as a continuum it seems that in associations the highest form of leadership required is supervision. Leadership in institutions must develop some sort of Administration (if only to manage bureaucracy). Management is essential to the survival of an enterprise and visionary leadership is critical to the success of the corporations.

It is also not hard to see that the principle parties driving these organizations are different i.e. members, officers, managers and executives (leaders). Here is an interesting question; if political organization (association) is led by supervision, would it be right to charge political leadership with the leadership of a complex corporation? Or can we assume if one excels in political organization they will automatically be able to effectively handle corporate affairs with excellence? – I think not.

In institutions the exercise of leadership is centralized (around one person) and is often under intense pressure to perform. Can one man cope with the (burden) load of organization? There will be some things that will be missed. It is these that fester and foul into crisis. It is these that those who want to take advantage of leadership will prey on.

Leadership requires an integrative approach to matters. Management dealing with multifaceted issues requires a coordinative approach. Administration requires a uniform standardized approach to issues while association requires no more than agreement, its highest form of achievement being cooperation.

Associations are led by a few people holding a few posts. Institutions are stacked with officers. In enterprise managers oversee key functions while in corporations executives run business processes. Associations require unity while corporations thrive on diversity. Institutions attend to issues, while enterprise maximizes opportunity.

We must ask the all-important questions again with respect to leadership in Africa. Should we let one form of organization dominate leadership space or should we make room for the development of all forms of organization to ensure the appropriate environment for the development of leadership in Africa. The dominant forms of organization in Africa are definitely association and institution. But the many challenges that face leadership today could best be tackled by enterprise and corporate initiatives.

LEADERSHIP IN FORMAL STRUCTURES

Leadership in formal structure is “measured out” throughout the organization. In some organizations it is spread out generously in others it is centralized and restricted. In typical organizations leadership is assigned to specific agencies to drive the leadership function as shown below.

FORMAL LEADERSHIP AGENCIES

Members	Officers
SUPERVISION	ADMINISTRATION
Association	Institution
Executives (leaders)	Managers
LEADERSHIP	MANAGEMENT
Corporation	Enterprise

The leadership roles in each of these structures is separate and distinct with very different demands made on leadership in each case. Organizations use these structures to share out leadership responsibility. Some are more effective at this than others. Sometimes all these leadership agencies can be found in one organization. It is the density of available (quality) leadership obtained from these agencies that drives the overall performance and success of the organization.

MANAGING CHANGE

Every organization (institution) lags behind its environment. It therefore requires continuous internal development to stay abreast (relevant) in its environment. Managing change is

therefore one of the most enduring challenges for leadership anywhere. And it is important that leadership is continuously able to handle transition. Transition in the organization context requires realigning organizations to new circumstances or order. Corporations thrive in diversity and therefore are continually dealing with change. Associations on the other hand cannot handle disunity very well. Differences are strengths in corporations while associations balk at mere suggestions.

When facing change Associations form committees to handle suggestions, institutions form commissions or hire consultants to advise them on what to do (this often leads to loss or mismatched strategic focus with every subsequent commission). In enterprises leadership quickly reorganizes activity in the light of the new circumstances. In corporations non-core (irrelevant) functions are simply dropped.

GOVERNMENT

The challenge of Government is that it means different things to different people. At the heart of governance is organization and order. It is about the state of affairs of a nation. The formation and organization of government presented a major predicament to leadership in Africa. Leadership sought to organize a country that barely understood the concept of nationhood and the workings of national government. The assignment of administration, organization and management of national structures and systems would challenge and occupy the minds of the Great Ones for many years. Coming from an informal context into a formal context was a colossal leap into

the unknown. But the enthusiasm of self-determination cannot be faulted. After all it had taken a millennium to get to this point in history.

The immediate concern for leadership in Africa was “running government”. All the integrated matters of manpower needs, economy issues, regional governance, public administration, national security etc. were thrust into the hands of leadership in Africa in one night. It was enough to shock any system out of existence. The Great Ones handled the transfer of power bravely and took on the reigns of power with courage but with the least preparation. Leadership was soon to be overwhelmed by the demands of national governance. There would be many failures due to inability and incapacity. Meanwhile leadership had to diversify and develop fast to meet the needs of statehood. Leadership was placed on the fast track development through education and training and brought back swiftly to take over positions left by leaving settlers.

Government it turned out was a lot more than obtaining a set of politicians to take up office. It is more than winning an election. Governments are built from the ground up. Leadership in Africa had to start at the top without a supporting framework. Setting up government is structuring a successful system of governance of socially acceptable systems that ensure the protection and prosperity of those within national (organization) boundaries. In the ensuing uncertainty many nations turned to the same colonial (masters) powers for help –a form of reparations

maybe. It may have solved the short-term problem, but turned out not to be the best long-term solution.

Because of the teething problems and management complexities that faced leadership, many governments failed to deliver on promises made to the people. Feelings of discontent and dissatisfaction arose within a few years of leadership in Africa taking power. Those governments that survived the short term had to deal firmly with unrest. At the same time in came external “Aid” and “Loans” to bridge the gaps in government performance and leadership short comings that were to cripple national economies in later years.

Organization Leadership should take care when making promises. Even though leadership must be visionary and strategic in outlook, it should always be realistic in practice. The people will remember and leadership will be judged by the progress it makes on promises.

THE STATE

Africa never developed instruments of State neither did it evolve systems of government. Africa adopted these to catch up with the rest of the world. Was this a necessary precondition for acceptance and success in the new village? Nations wrestled with ideologies that the people did not know. Democracy capitalism, communism, socialism...Were these ideologies necessary for statehood? Was Africa really any of these? By getting involved in foreign ideology leadership went into a sustained identity crisis. Many of the adopted systems disoriented into military regimes. These power-systems of

governance replaced the proposed people-systems that failed to meet the people's expectations. Africa did not (have time to develop and) set up a suitable system of government to deliver the dreams of the nation.

Leadership in Africa was taken through a 50-year crush program of institutional (national) management characterized by a patchwork, paste and prescription exercises. Leadership was again confounded and remained somewhat static and somewhat idle in the formal environment for many years.

CHAPTER 13; COLONIALISM

...a failed system of government that continued

Colonialism was its own undoing. The colonizers set up systems and structures to keep the natives under control. The system failed under pressure from (informal) leadership in Africa. Formal systems were outclassed by informal organization. Why did leadership in Africa take up a failed system? Unfortunately Colonialism set the target and the limit for leadership in Africa. The immediate problem was to take over the system. It was a regime. A limited regime. Not the best regime. Leadership in Africa set out to take over the regime. A failed regime. It would take many years before leadership would realize that the regime needed to be changed. It was not meant to support local growth and prosperity. Its structures were in place to support foreign investors it was a vehicle of domination. The passion,

pain, power and privilege of the colonial period were not shared out equally among the people of the land.

Perpetuating the regime would continue to support the dominion. Africa and Leadership in Africa needed a new beginning away from the colonial context. Many constitutions in Africa were not the work of leadership in Africa. We speak from a position of humility because we have the privilege of hindsight. The effects of colonialism, so ably fought by leadership in Africa, were to last much longer than was envisaged.

Transformation does not come about by “re-staffing”. It takes more than this to create and successfully manage organization change. Colonialism together with its colonial structures and paradigms needs to be consigned to the museum of leadership.

Much as the departure of colonialism was heralded it did serve to introduce a new system of governance to Africa-Bureaucracy.

DECOLONIALIZATION

The effects of colonization are still with us today. Many African nations still hold on to the apron strings of their colonial masters. This seems more engineered than is necessary. Did Leadership in Africa “decolonialize” or did the colonialists hand over? This is an interesting question because at the outset of rebuilding one would assume that all the (oppressive) colonial structures and systems that were put in place by the oppressor would have been removed to facilitate the establishment of a

new order. As history shows this did not happen in entirety and in many cases the colonial structures and systems remained intact. They were simply handed over to Leadership in Africa. Including constitutions.

The rationale for retaining these structures was perhaps that since systems had already been setup there was no need to re-invent the wheel? But this was failed technology. The choice to continue with the system had immediate ramifications; the incoming leadership was immediately in need of assistance from the process manufacturers for operational manuals and systems maintenance instructions. The expertise was not immediately available. The foreigners were retained to ‘teach, train and transfer power’ to the locals at a fee. Through this avenue leadership in Africa surrendered the initiative and the former power was allowed to stay on. Which they did. The foreign office still ran local affairs. Leadership was to pay dearly for this in days to come.

The fact that leadership was not willing to build its own meant that they would adopt from the benefactor all the existing “state ware” as they were (during colonization). Not to interfere with these institutions meant that they had to be continually funded. To maintain these systems they needed to cooperate with the benefactor to obtain funding, assistance and aid with which to keep the systems going and keep the semblance of the state alive.

What would have happened if Leadership in Africa had developed and implemented a leadership model suited only to

Africa? Would there have been a problem. What if leadership in Africa stated that the very philosophy on which the nation was founded needed to be reviewed in line with spirit of self-determination of the African people? What if ...that, unfortunately, is water under the bridge.

Suffice to say that leadership Africa did not de-colonialize by retaining the services of colonial mechanisms through to independence. Leadership attempted to build nations on the premise that the colonialists had put in place what the people wanted. If colonialism remained after decolonization, so did the leadership theories of that period. If those theories remained sacrosanct then leadership in Africa did not develop during the post colonization period otherwise they would have challenged the suitability of the colonial paradigm.

On the basis of Leadership Form discussed during the Interval, after the colonialists left, Africa faced an enormous governance vacuum. Leadership was liberation minded and Liberator in form. When independence came governance was instituted. Africa had no experience here. There was no option - the liberators had to stay on. The liberators sought new leadership models to fill in the governance void. Even then governance was more of an ambush because it was not what was immediately needed. What was needed was decolonialization and reformation before building and governance.

Many of those taking power were confused by the turn of events. They searched frantically for a model to meet their leadership needs. In the ensuing confusion some turned to

culture, some to maintaining current systems, many fell prey to unsustainable (foreign) ideology, even dictatorships and military regimes became an option. Meanwhile the Big-Man made an entry with clinical precision.

CHAPTER 14; THE BIG-MAN

... the big-man has straddled and strolled the continent like a colossus for most of fifty years

If you are looking for a big man you will be disappointed. There is no big man. The Big-Man is a theory that made up for non-existent leadership models. The big man did not come in suddenly. He slipped in through the side door opened by the confusion surrounding the new circumstances in Africa and began to entrench himself as a viable leadership model. By the time dictators were coming to prominence on the continent the Big-Man had become established.

Some believe that the Big-Man evolved from a cultural setting of “chiefs”. Others feel that it was a result of the corruption of cultural systems by external influences. Others feel that the Big-Man of Africa was promoted by external influences for their own ends. Others believe that the Big-Man evolved from the way the colonialist leaders treated their subjects as patronizing benefactors. Whatever his convoluted origin the fact that the Big-Man theory dominated multiple social planes of leadership in Africa is our key concern. If we can recognize the Big-Man

when we see him we can work out a strategy to outwit him. Where he came from may not be clear but it is clear that he needs to leave Africa.

The Big-Man is an image created (adopted) by leaders to dispel the notion that the leaders could not provide Leadership. It was a cowardly reaction by leadership to lead by fear, threat and domination. It was a smoke screen for leaders to claim immunity from error and distance themselves from the reality of the needs of the people. It was an illusion cast over the people to make them believe that their issues are being dealt with.

BIG-MAN CREDO

These are some of the credentials of the Big-Man they are not in any order but they reflect the fearsome nature and mystic aura that surrounded the Big-Man.

- The Big-Man is the leader and provides leadership
- The Big-Man knows everything!
- The Big-Man is permanent and indispensable
- The Big-Man is superhuman. He can do no wrong
- Nothing can run without the Big-Man
- Others exist at the pleasure of the Big-Man
- Get to the Big-Man and all your problems will be solved
- All power and authority emanate from the Big-Man
- To challenge the Big-Man is to sin. Anathema - Treason.
- The Big-Man is to be feared rather than respected

NATURE OF BIG-MAN-SHIP

The Big-Man surrounds himself with sycophants, and dismisses the advice of leadership on the basis of “power play”. The Big-Man does not share power. He is power. He uses informal organization to exercise power. The Big-Mans whims are organization policy and officially unquestionable. Opposition is not welcome neither are alternative views invited to the party. The Big-Man cannot be faulted because he is never formally involved. Organization headed by the Big-Man is invariably inept and corrupt. Inept because leadership abandons thinking. Corrupt because the organizations conscience is put to death. In these organizations the Big-Man rewards what he terms as loyalty; servile servitude, silence and compliance. Patriotism and any form of social heroics are not recognized. Effective performance by leadership in the Big-Mans’ organization is interpreted as creating an alternative center of excellence (power).

EFFECT ON LEADERSHIP IN AFRICA

The Big-Man theory stalled Leadership development in Africa by withholding Power, Resources, Responsibility and Authority. The Big-Man so frustrated leadership in Africa that much of it either went underground or migrated. The Big-Man did not appreciate the contribution of leadership to corporate success. The Big-Man ruled long and hard and did not develop anyone to take his place. Truly no one had the experience, capacity, sense or sensibility to take on the Big-Man. The Big-Man ensured that would happen. Leadership waited for a revolution, the big man to expire or somehow retire.

The Big-Man theory has been sold so successfully that many in Leadership in Africa still aspire to become the next Big-Man. The Big-Man is indeed a comfortable position at the top of the organization pile, but is also created at many stopgap points within organizations. Particularly in bureaucratic structures. Much of leadership thinking has been skewed by the Big-Man. By the way the Big-Man is not found only on the political plane but in community organization, institutional management, public office all the way down to the grass roots of society creating a major stumbling block and impediment to leadership development in society at large.

HOW THE BIG-MAN AFFECTED LEADERSHIP DEVELOPMENT

- Leaders compromised leadership appointments
- Leadership lost vision.
- Blind allegiance dominated administration and economic process
- Leadership became a one-man business. Nobody else thinks
- Leadership remained in waiting as loyalty was entertained.
- Poor transitions, failed succession and biased corporate growth
- Leadership remained mutually exclusive and top-down in nature
- Africa lost more from its lack of leadership than from lack of leaders
- Public Accountability was replaced with personal loyalty

POSITIVE ELEMENTS OF THE BIG-MAN

The litany of grievances against the Big-Man are plenty and perhaps we may be flogging the man for things he was not responsible for. There may be positive elements of this theory. We have struggled to find a few:

- In the beginning The Big-Man was the people's choice.
- The Big-Man is pragmatic
- The Big-man was one way of uniting (cowering them into subservience) disjointed communities.
- The Big-Man created much needed symbolism of order and organization
- The initial intentions were good. The fact that it was abused cannot be refused

SUMMARY

The Big-Man theory as a philosophy of leadership was damaging to leadership in general. It is easy to pass the theory off as relating to despotic leaders. But it must be remembered that leaders are in a position of authority and influence. For this reason alone the impact of the theory is far wider than just the political domain. The Big-Man will have influenced many businesspersons and young leadership minds. Many believe it to be the ideal of leadership. Many will not confess this, but will act like it. To correct this picture of Leadership in Africa may take more than a generation.

The achievements of The Big-Man in Africa are hard to define. The Big-Man exercised power individually, in excess and often selectively. There are those that believe that the Big-man acted alone and that the achievements of the Big-Man are not the collective responsibility of leadership in Africa because they were unwilling and often ignorant participants in the schemes of the leader.

Unfortunately the passengers are just as culpable for allowing the reckless driver to continue driving, as the driver is (culpable) for causing the accident. Leadership in Africa cannot run away from its responsibility. The failure of leadership was the main reason for the rise of The Big-Man. Leadership in Africa may have to carry some baggage into the millennium, but if leadership insists on journeying with The Big-Man it will do itself a great disservice. The Big-Man is an example of leaders dominating leadership. The net effect of this is the dismantling and destruction of leadership systems, structures and support. The Big-Man is a major find and our next entry to the Museum of leadership in Africa

THE LEADER QUESTION

Do leaders lead or are they led. Do leaders provide leadership or does leadership provide leaders. Do leaders determine where to take the people or do the people tell the leaders where to take them? And in all this who should be doing the listening and who should be doing the following?

If we depend on leaders for leadership then we must accept whatever we get. We must be prepared for the most fractious,

discontinuous individualistic form of organization and social order that will be instituted by the leader. If leaders provide leadership then it will not be sustainable in the long term and will quickly become bankrupt in the short term. If leadership depends on the leader then it depends on the initiative, ideas and intelligence of an individual. We know that this, in practice, is limited. Leaders must facilitate the success of leadership in organizations in order to realize social success. Failed leaders are quickly and easily replaced; failed leadership on the other hand means replacing the organization.

Quiz

1. In informal organization people follow the leader. In formal organization leaders must follow the people. True or false
2. Informal organization does not require order. Formal organization ensures order. Respond carefully.

CHAPTER 15; THE BUREAUCRATIC ENCOUNTER

... unfamiliar order

Bureaucracy introduced the people to unfamiliar paper, procedure and policy creating a new and uncomfortable social encounter. Unfortunately it had come to stay. It would need integration to be accepted and effectively incorporated to operate efficiently. This however was simply assumed.

Bureaucracy is the instrument used to create uniformity and order in running the affairs of national government. Leadership in Africa took up the challenge of learning the administrative ropes and as they gradually took over the staffing of organizations, leadership began to experience the power of privilege and position. Bureaucracy is a very powerful form of order but can also be a very painful form of oppression.

Leadership in Africa learned to use bureaucracy to exercise power. Bureaucracy has one main advantage and a glaring weakness; it creates a formal structure to handle social issues, but also offers the temptation to use procedure to defeat purpose.

With the attainment of independence came the challenge of handling power but also came a transition from “informal” organization to “formal” organization particularly in institutions.

Bureaucracy introduced a strain on personal relationships in society that can only be understood in the African context. The simple process of visiting another was intruded upon by an appointment. This and other ordinances of bureaucracy transformed social life and made certain groups of people completely inaccessible.

The desk is important imagery in bureaucracy. It represents and symbolizes bureaucracy. Bureaucracy is at once a barrier, a power and an intimidator as well as a long drawn out process. Depending on which side of the desk you are seated. you will either experience the thrill of control or the agony of

submission? Bureaucracy provides an opportunity for uniform service provision but what is not so obvious is that it also provides an avenue and opportunity to exert undue influence.

During the intense years leadership in Africa came to handle hitherto unknown power and influence over their own and they could exercise it “officially”. The more crafty ones and those ill prepared for leadership realized the unprecedented opportunities it offered them and fell prey to the temptation of corruption. The culprits of this vice range from the high and mighty to the meek and lowly, from the most informed to the most ignorant. The vice offers very few demarcations on clients, patronage or usage.

OFFICE AND THE OFFICER

Bureaucracy also spread another new identity crisis for leadership in Africa. The line between what is mine and what is official. Does my whole identity change when I am appointed Officer. Am I still an officer at home? Can anyone question me outside of office? The demarcation between office and person suffered a scandalized gray area in which leadership could not determine how to act with bureaucratic responsibility and official resources. Society did not help to delineate the roles by providing the officer in society with an enhanced social status – The VIP. Thus society granted the officer (especially senior officer) unbridled social influence which opened doors for tremendous amounts of mischief.

SOCIAL CHALLENGE

Bureaucracy taught leadership in Africa that all people are equal but in different social stations in life. It introduced a good measure of segregation into society at large that was previously unfamiliar. The formalization of social classes also began to eat away at leadership development by maintaining a safe distance between the communication and progress of various cadres. It may have been acceptable when the foreigner was the officer, but it became a major rift when locals took office. Later on local officers began to experience untoward resistance from local staff whenever they tried to exercise the power that the foreign officers exercised freely thereby creating organization inertia that inhibited organization performance.

The later circumstances gave rise to the myth that only foreigners could effectively manage formal office (especially top executive positions) and that local officers were not only incompetent, but also incapable of managing office. Leadership in Africa suffered serious erosion of development by the bureaucratic process and many officers (leaders) had little or no opportunity to develop sufficient leadership competencies before being appointed to run offices.

As if to hit back at leaders, leadership learned how to frustrate leaders efforts using bureaucratic procedure and creating organization inertia. In effect leadership in Africa abandoned leadership to the leaders. Leadership was able to dismantle leaders initiatives by disabling the leadership process. A classic case of how bureaucracy can defeat itself.

THE BOSS

The boss may be the boss but the boss is not always right. Unfortunately bureaucracy does not offer the junior officer that option. The boss is not only the boss but the boss is always right because it is almost impossible to have him overruled. Bureaucratic order might appear sensible, but consider an organization that happens to have two or three officers of questionable competence situated in several layers of the administrative hierarchy. The errors of that institution may never be discovered until the officer leaves office. Given that many of the systems were “permanent & pensionable” how many people would have been injected with water instead of vaccine by the end of the officers tenure? This again points to the importance of leadership development at every level of an organization.

Bureaucracies are particularly famous for creating multiple layers of administration and a maze of procedures hidden in a labyrinth of doors in long corridors that finding error (or direction) requires a consultancy service. Many bureaucratic systems require detailed pace notes plus an experienced guide to navigate their rulebooks and decode appropriate procedure.

PROCEDURE

Leadership in Africa under the burden of bureaucracy was relegated to following procedure. It did not matter that you have a good idea. Bureaucracy took away ideas and the responsibility for coming up with them. Bureaucracy retained the duty of implementation alone and cut off decision making

to a privileged few somewhere up at the top of the organization. Leadership was for a chosen few. This centralization of leadership functions damaged the development of leadership to the point that leadership instead of remaining a universal responsibility at every level of organization became a top organization function. An exclusive body of decision makers took over leadership in organizations. Nobody could effectively challenge them on any matter whether right or wrong.

TIME

The bureaucratic process raises an interesting conflict of priorities in Africa. Bureaucracy requires time and moves things along in bits and pieces. This is very frustrating because in Africa issues take precedence over time. Society makes time available for an issue; bureaucracy makes an issue of available time. One emphasizes resolution the other emphasizes process. I wonder which is a more effective use of time? Making time for issues or making an issue of time. Dragging matters on through time or dealing with them conclusively.

ETHICS

Adopting formal structures and systems and keeping them working has been a learning curve on which many mistakes have been made. The bureaucratic encounter serves to interpret the transition crisis from informal to formal leadership. But this is no excuse for leadership in Africa to turn away from the social responsibility so ably displayed in informal

organization. Ethics is a big issue in leadership but more so in bureaucracies where the person sitting on the unfavorable side of the desk is rendered particularly vulnerable.

During the intense years there have been instances where those in power have taken undue advantage of those who do not have the power. Leadership in Africa must appreciate that this causes an erosion of confidence and support for leadership initiatives. This introduces organization inertia, compromises organization performance, fuels social unrest and generates socio-economic despondency. Bureaucracy however is found in and affects every area of national affairs.

CHAPTER 16; NATIONAL AFFAIRS

...Politic, Public, Private & Poor

There are three areas that influence national affairs – no four. Three have voice the fourth cannot be ignored.

POLITICS

Events of the last 50 years have shown that though politics is a powerful force in informal organization, it often finds itself completely out of depth in formal environments. In formal environments, with structure and order, different forms of leadership are needed. Politics is a woefully inadequate and ill equipped to cope with formal environments. It seems that

nations can be founded by political movements but not built or established by them.

Though the visitors can be singled out for the plunder of Africa's resources, politicians take responsibility for the underdevelopment of the continents reserves over the last 50 years by neglecting leadership, poor resources management and neglecting the bigger task of forming the nation. However, one of the questions we must ask is - Is leadership in Africa asking politicians to do more than they are sincerely able to do? Can politics run government?

What does political leadership entail what is its maximum value contribution to society and what role should it play in writing Africa's future. In our opinion politics has been on the center stage for too long. Africa needs a different leadership agenda to guide Africa's affairs into the future. Over reliance on political direction will come to naught because politics by nature does not need foresight. Africa needs vision. Politics highest contribution in society is to create unity and facilitate cooperation. These are important indeed but more than this is needed to remove Africa from its present circumstances. Africa needs other forms of leadership to give balance to development and growth efforts.

Politics is still the single most influential element in social affairs and sits on top of the national pile. Politics seems to find its way into everything. How did politics arrive at this venerated position? Politicians won the hearts of the people when they delivered freedom to the nation, but politicians have not been

able to feed the peoples souls. The people's dreams remain unrealized and disillusioned by the promises of politics. Africa has come to experience that politics is not leadership and leadership is not politics.

Politics was the premier force in founding the nation but it cannot feed the nation. It cannot be the dominant force in building a nation. The role of politics needs to change to meet the new conditions. It was pivotal in the beginning it must be supportive now. Politics can foster the nation it cannot facilitate it. It is the primary force in informal organization, but plays a secondary role in formal order.

Now other forms of leadership are required to sustain nationhood. The role of politics prior to independence is not the same as the role of politics in managing national affairs. The role of politics in independent nations is to integrate and incorporate the nation through cooperation. Sadly many in politics still create division and diversion to obtain popular advantage and gain political mileage. A practice perfected by the colonialist in the closing hours of the second day divide-and-rule. A practice with depressing social returns.

To realize the nations full socio-economic potential politics needs to give way. Politics is very passionate, but does not have to show productivity or even be accountable. Politics (often driven by ethnic divides) has hampered the development of the nations and caused the destruction of many more.

PRIORITIES

Politics postpones priorities. If politics continues to prevail then priorities will be buried under papers, promises, posters, policy and poverty. Politics distracts leadership from priority issues and vision to focus on isolated matters. Leadership cannot thrive in such an environment. Vision and strategy do not see the light of day in such environments of vested interest. Is it possible for leadership in Africa to exercise leadership in national affairs without having to join or participate in politics?

A FINAL WORD ON POLITICS

The people are already far ahead of politicians. Politicians claiming the loyalty of populations are in for a few surprises. The people have been meeting in the cities and the village and intermarrying. The people are forming social networks across communities, on the continent and around the globe. These networks are providing the social support that used to be provided by community. Racial loyalties are fading. The people realize that there is no difference in races just differences in faces. They are not to be separated by history but are united by the future. The people have hopes and dreams of the future. The colonial strategy to segregate populations based on ethnicity or affiliation is unsustainable. Unless politics reforms quickly it may end up as an embarrassing exhibit in the leadership Museum.

PUBLIC SECTOR

The public sector leadership has been largely expected to reflect or mirror political leadership in Africa. This assumption calls for

urgent debate. The public sector has often acted not just in support to political leadership, but in total subservience to it. Whether Leadership in the public sector, being a service and regulatory arm, has a duty to provide key services to the public bridled by political brokerage and domination is a question that begs considered answers.

Leadership in the public sector is perhaps limited to following through on legislated policy. It is of note that the public sector does not retain leadership services (capacity) within its ranks and relies on the acquisition of these services on a consultative arrangement from “specialists”, International institutions and hired technical teams brought in to chart out the way forward for the public sector. Is this a weakness? At the very least it means that the public sector lacks institutional leadership capacity and also lacks continuity in its operations, this years team of consultants will recommend a disjointed initiative from last years. Though the public sector may boast of administrative structures and coordinative capacity, the public sector lacks vision and strategy; these are singularly leadership responsibility.

Should the public sector advise political leadership, rather than take instructions from it? How can it do so without the internal (leadership) capacity to do so (if it has to rely on outside agents to develop strategy)? Is there no framework for such a relationship? The public sector is dependent on politicians for leadership and direction. This does not promote leadership

development in the public sector at all because leadership is not required of it.

SERVICE

The public sector is service oriented and should engineer the aspirations of the nation. The public sector, comfortably housed in bureaucracy, and though the most influential leadership implementation agency, operates in relative isolation - out of touch with the need base and reality on the ground. This is a strange state of affairs to be in – at a loss for the future and lost for feet. The poor (service) performance of public sector organizations across Africa and the call for privatization of many national institutions is testimony of the inability of leadership in those institutions. Could we develop or empower leadership to realize effective service provision

PUBLIC ADMINISTRATION

Administration is hardly the context for effective leadership expression, yet even here leadership can make gains for the public. Leadership's aims may be social responsibility but administrations' concerns are with the procedure. This is a stand off that can be worked out if goodwill can be established between all service agents for the good of the recipients. It is the loss of focus of objective that leads to conflict.

PUBLIC SECTOR ORGANIZATION

Much public sector organization is based on administrative procedure, bureaucratic structure and institutional capacity. Over reliance on structure has the net effect of centralizing leadership to a point of inefficiency and ineffectiveness. To

achieve a modest level of social service and accountability these leadership structures will need serious review. Because administrations tend to have heavy bureaucracy and multiple hierarchies, Exercising leadership can be seen as “insubordination”. To get a suggestion through to the correct administrator for approval and a decision obtained may take days of dedicated follow up. Many times leadership just gives up. Bureaucracy particularly in public Administration is a matter that must be addressed to free up leadership to function and free up resources for service.

THE RISE OF THE NGO

The dormancy of leadership in the public sector has given rise to a new force in the public sector that has taken leadership seriously and is developing leadership to secure its position in the public eye; the Non Governmental Organization. This new entrant in public sector space has ensured that governments are losing the initiative and further complicating governance issues. In fact the public sector is now being heartily divided up between NGOs, public associations and lobby groups. While governments are sleeping on the job and losing ground fast, NGOs have aggressively made themselves felt and now assert their leadership under various advocacy initiatives. While governments have been clinging to administration for dear life, they have been more than willing to cede leadership to these organizations. There is something wrong with this picture.

NGOs provide for specific interests and causes, their popularity, priority, principles or purposes notwithstanding. Associations on

the other hand promote group interests and lobby to have them enshrined in regulatory framework. These elements point to partisan interests rather than overall social responsibility. Whether government, NGO or public association, at the core of these issues is the question of governance. Who should hold social responsibility for leadership in public service?

Do donors have the right to direct public policy because they have the funds? NGOs have actually made it to the United Nations forums claiming to represent civil society on an African platform. This points at failure of governments to represent their people. Governments are losing the service initiative in serving their people and willingly handing over leadership to other “able” groups. Government needs to reclaim leadership as custodians of the people’s interests. To do so they must double leadership competencies, capacity and commitment if they are to be taken seriously in order to achieve this without disrupting the gains made in the public sector. The failure of leadership in public administration can only lead to failure of service delivery and public disorder. Government is losing face in the public sector race.

PRIVATE SECTOR

While leadership in the public sector is charged with national interests, leadership in the private sector concerns itself with individual interests. Leadership in these two areas need not be in conflict. The private sector is often taunted, as the driver of the economy while this may not be entirely true, it is true that the private sector represents a rainbow of profit driven

interests, which due to each members relative independence are able to rapidly respond to and take advantage of economic opportunities. The leadership dynamics in such an environment must of necessity be much more fluid.

The private sector actually sits under the public sector and cannot go beyond the limits set by the public sector. The private sector can do no more than they are allowed to do. If the private sector is to achieve anything it must receive support from the public sector. Bearing in mind the constraints of the public sector outlined above. The achievements of the private sector will be limited by overheads presented by the public sector. Considering the leadership hierarchy from political, public and then private sectors it immediately becomes obvious that the limitations of the first affect (are passed on to) the next and the inability of the next is burdened on the third.

Private sector organizations are made up of business units, personal enterprise, cooperative and corporate entities in both the formal and informal sectors. All these organization pursue different interests in line with their goals. These organizations are marked by distinct character and culture among themselves. But on the whole private sector culture is very different from the uniform culture found in the public sector. The private sector has a stronger sense of autonomy, control and interest in their activities. Initiative is far more visible and accountability is regularly demanded from the private sector something that often goes unnoticed in the public sector for years on end. The

environment presented to leadership in the private sector is far more dynamic and prone to greater risk than the public sector.

The call for “privatization” of public corporations is really a call for the infusion of leadership into the administration of public services that is thought to be available in the private sector. Having said that we must be fair and examine leadership in the private sector in its own context.

LEADERSHIP

Leadership in the private sector does not have the comfort of guaranteed existence. Leadership has to fight for the survival of organizations. The private sector is in many ways a hostile environment that demands wit, wisdom and will to endure. This is probably what accounts for the difference in cultures of the two sectors. In the private sector the basic ingredients are work, output, profit and competition these elements drive organization performance.

Private sector is eager for progress, growth and opportunity. These present a continuous challenge to leadership and leadership development. It is not uncommon to see start up organizations setting up shop alongside established units in the belief that they have a chance to take over a market. Leadership in the private sector is characterized by optimism and opportunism. The competitive environment eggs leadership on. The private sector is a domain for conquerors

The Private sector has done something for leadership in Africa. It has shown, by using corporate leadership, that it is possible to

sustain profitable business in unstable environments with consistent performance. Outside investors recognize the available local leadership potential? To its credit the private sector has emphasized leadership competence in recruitment. The private sector maintains (lean) efficient outfits that shy away from bureaucracy, minimize investor input and maximize returns on resources with the smallest outlay of reserves.

Leadership development is not very high on the private sector business agenda but leadership acquisition is critical to the success of private sector performance. The private sector is willing to pay a premium price for leadership competencies.

Leadership in the private sector focuses on short term competencies such as professionalism and productivity and performance. But sustainable leadership needs to emphasize the development of long-term vision & strategy, quality, invention and innovation. By developing leadership many local businesses could add quality, depth, range, reach and continuity to their services and products. Establishing leadership development will generate enterprise expansion.

Growth in the private sector however has been rickety perhaps because of public sector overheads and political supervision. The associated risks of expansion do not always make business sense and neither is desirable growth always a sensible, or viable option. The private sector finds itself burdened with the costs of market regulation and the punitive costs of showing initiative. A more dynamic framework that promotes innovation may be needed to buoy private sector efforts

Leadership in the private sector obviously faces different challenges from those in the public sector. The challenges are also diverse and not as centralized as in the public sector. To develop a singular strategy to align private sector development may not be practical. Growth will have to come from leadership efforts having clear vision, strategy and goals to achieve desired outcomes. In this way private sector units make independent contributions to the corporate success of the sector

THE POOR

This is the fourth sector of social significance but not necessarily influence. The poor make up for the larger part of society therefore Leadership in Africa is going nowhere without them (not poverty). Because they are significant in number they will consistently weigh down economic averages and dilute any development strategy. A separate “poverty” initiative is likely to run out of steam. The poor are not going away in a hurry. The poor need inclusion to address their long-term aspirations just like all the other sectors of social existence.

The poor need to be incorporated into National Affairs to afford balance and even distribution of social development. Though the other sectors claim to speak for the poor in times of crisis, the poor lack inclusion in organization, order and leadership initiatives in Africa.

Economic theory does not always support social advantage and majority benefit, especially if the majority is poor. Access to basic facilities and social opportunities are important measures, but harnessing and integrating the social economic participation

and contribution of the population in national affairs as a whole may be the way forward. Leadership in Africa will need to take bold measures to include the poor in economic equations.

SUMMARY

The socio-economic sandwich in society places politics at the top and the poor at the bottom. Politics holding down social development and while the poor hold up economic growth. The public and private sectors are in between holding on to public affairs and driving what is left of the economy respectively. If this sandwich was inverted leadership in Africa could facilitate dramatic change in society.

CHAPTER 17; **SOCIAL SECURITY**

...making Africa home

Other countries offer payouts, pensions, old peoples homes, subsidized farming housing and all sorts of social support and protection mechanisms that make their people feel at home. In Africa the vehicle that facilitates this is land. Land is perhaps the only successful social security structure that offers the combined package of social protection that is offered piecemeal by all other systems of support. With land a person can build a home, grow food, keep animals, work for a lifetime and die in peace. The landless are vulnerable, unsheltered and have no means of support. Cutting people off the land cuts them off from base production and social security creating dependency

and economic despondency. Take away the land and you create a homeless person. Land is a central, compound and complex issue in African affairs

ONE THOUSAND YEARS

Land has been at the center of conflict in Africa for a full millennium. It remains a powder keg for the instability of nations. Leadership in Africa today has an unprecedented opportunity to restore order in the land question. Why is land such a central issue? Apart from the fact that the land was traversed, trespassed and traded irreverently through a millennium, the central question of land is not about acreage or heritage it is about social security. Anyone who cannot access land or property in Africa is not at home. This is compounded by the fact that everyone has some claim to ancestral land that houses the bulk of the population.

The situation is made complex by multiple cultural ownership management and inheritance practices. The advent of nationhood only brought the matter back to the foreground. This causes much tribulation for the tribunals hoping to resolve land issues.

Quite apart from the above issues, modern circumstances have introduced a whole new set of dynamics into the picture. Society has millions of homeless people in cities: poor migrant workers and affluent yuppies alike. Access to land and property is becoming the preserve of the privileged. Land has become a prime avenue to wealth. Revenues from Rates and Rents transfer billions worth of production wealth to lords of the land

each year. A move to make home (and land) ownership accessible will release billions worth of precious hard earned income back into the hands and pockets of the homeless. And make Africa home again. Making Africa home will redistribute wealth in society and enhance social security.

THE LAND QUESTIONS

There used to be enough land for everyone. Or was there? The land question calls for wisdom. There are no magical solutions available. The matter may require progressive resolution to restore order. Solutions will have to incorporate the living, the dead and the unborn. Perhaps there should be a minimum and maximum allocation in land. Perhaps there should be a carefully managed population plan. Perhaps centers of development should be moved away from cities. Does idle land cause under development? Should a penalty be placed upon it? Does owning land spark innovation and enterprise? How can leadership in Africa optimize the land question to realize the hopes of the people and leverage the social economic potential of Africa? Will making national development a land-based initiative empower the people and spur economic growth at the same time.

PROPERTY RIGHTS

Property rights such as research, exploration, music, invention, intellectual and other resources need to be protected and respected both within and without Africa as contributions to world affairs. Property rights provide a social security framework that encourages and promotes the participation in

enterprise and development because recognition and reward are safeguarded for individuals and posterity just as they should be in any home.

RETIREMENT

The alarming trend of (early) retirement is causing people to retire from work early. Can society afford this? Poor management of retirement practices could lead to social disorientation and cause a disabling backlash on socio economic development.

Jobs and work are not the same thing. The first entails holding a position. The latter is about engaging in productive participative activity that yields social value wherever it is found. The first is about employment the other is about deployment. Of the two, work is the more critical. It is possible to hold a job and not apply oneself in a productive manner. Work is what occupies you. A job gives you something to do.

Why is retirement and especially early retirement so damaging to Africa? As people retire from work into society, they place a strain on available social resources for support. That people are withdrawing from productive activity faster than we are able to produce social security is alarming. If we let people retire from work early we diminish the capacity to support them in society and drain social reserves.

Leadership in Africa may not be able to stop people from losing jobs, but leadership in Africa must not allow people to stop working too soon especially when they are able bodied,

intelligent and energetic. Retirement is difficult to justify at less than 75 years of age. It takes roughly 25 years to grow up in a family situation; another 25 years to establish one's own family and another 25 to make a contribution to wider society. Anyone forced into retirement on social security below 50 has not yet made a social contribution.

By keeping people active, productive and participative in social affairs past 75 years, society is able to maximize social benefits. Creating non-productive retirees at 35 or even 50 is to create new avenues to impoverish society. Leadership must encourage people to remain productive in their social spheres of influence in order to maximize social resources and establish economic growth. This should ease the burden shouldered by the income earners and taxpayers in society and promote social responsibility.

The modern concept of retirement collapses the work ethic, creates dependency and robs society of immense value by creating despondency among millions of able-bodied personnel. Retirement stigmatizes people and removes them from the social mainstream. Improperly managed retirement process creates, panic and fear and a measure of recklessness among the productive population.

EARLY RETIREMENT

Early retirement has a negative effect on leadership development in Africa. Before leadership is firmed up or established it is consigned to the outskirts of society. Leadership will not be able to build sufficient social substructure if

leadership is continually sidelined in its formative stages. Sidelining leadership at critical stages of development creates pockets of leadership voids at various levels and spheres of society. This leaves society weaker and less equipped to manage, run and control social affairs.

WORK ETHIC

Leadership needs to encourage people to work and enjoy it as adding social value and principle of life. The work ethic provides social security. Give people jobs and they get employed, give people work and they beget industry. The key to keeping people at work is to expand their (options and opportunities for) engagement and participation in production and economic development. A strong work ethic is required to produce and sustain social security.

CHAPTER 18; **ECONOMICS**

...shielding the rich, condemning the poor

The introduction of money as a measure and instrument of wealth and power destabilized cultural values and social interaction. Material wealth has always been present in society and it was shared between the rich and the poor. In romantic Africa the poor lived among the rich. Poverty was not a precondition for separation, segregation or isolation (the one condition that came near to bringing about such treatment was lack of integrity). All shared communal benefits. There was no

village for the rich and village for the poor. It was a social-economy or “socio-friendly” economy. Even the poor had a home. The band structure of society ensured that everyone belonged somewhere. And had a relation they could bank on.

In money-economies, money separates the rich from the poor withdrawing with it social privileges and benefits of social prosperity. Wealth is kept in the bank away (inaccessible) from society. You can only participate in the economy if you have money. If you do not have money you cannot participate in economic affairs. By creating structures and circumstances that regulate interaction between the haves and “have nots”, society became segregated rather than integrated. Creating an economy based on social dynamics emphasizing social inclusion rather than economic exclusion would be interesting to investigate.

THE PAST

The challenge of formatting economies razed to the ground and plundered by more than one thousand years of disorder (in just 50 years) has not been an enviable task for leadership in Africa. The fact that any semblance of economic order exists is a triumphant tale indeed. The task of assembling a semblance of order has only just begun. It is important that the base be laid carefully to ensure that resources can later be marshaled to propel the economy forward. Leadership in Africa will need to draw from lessons in the political arena on the continent that ideologies can be as unworkable as they are damaging.

Adopting capitalist or other economic models reverently from our neighbors may win cheers, Aid and Grants but any adopted models must be practical enough to fit into current social circumstances, current state of organization growth and leadership development otherwise they will be as good as putting an old patch of cloth on new clothing. It will tear. Many economic models secure the interests of the lender not the social interests of the lended. In our view it would be better to re-invent the wheel and create models that fit the current state of organization and social order.

ORGANIZATION AND ORDER

Leadership will need to determine whether organization and order must be set right before economies can blossom or whether economies create organization and order. Does social order create economies or do economies create social order. Comparative lessons may show that emergent economies have “emerged” from a period of withdrawal, retreat, reflection and social restoration to develop organization framework and leadership that support economic development. Economics as a (development) tool needs established order – good order built on practical organization and effective leadership. If social order in an economy is in its development stages, economic models (built on established order) may become suspect in principle and fail in practice.

The economic pressure on Africa to perform as other economies that have been in existence hundreds of years may be misplaced, mischievous and meaningless. Social balance has

hardly had time to be established. Economic development requires established social order and specific evaluation of individual circumstances before economic leadership can gain accelerated footing transform to transform a nation.

At this point in history economic stagnation may not be the key concern for leadership in Africa. Africa has barely created substantive socio-economic frameworks that will yield positive return in future. However avoiding debt may be an important precondition for future success.

EMPLOYMENT

Employment was not a permanent condition in much of African society rather when there was work to be done it was organized and done. But there was always a constant stream of things to be done. One did not need employment to find work. Work is in continuous supply. Is it possible to revise “employment philosophy” to take full advantage of available social capacity to work rather than to find jobs?

Leadership in Africa’s challenge is not employment rather it is keeping the people engaged in productive activity. The challenge lies in harnessing the contribution and economic output of all able persons. The challenge is in developing occupations. The first requires job creation the later implies development of industry and enterprise among the people. Ensuring people are occupied and productively engaged regulates social activity.

THE ECONOMY PARADIGM

Many economies are dominated by foreign investors and favor imports over exports. Does the economic paradigm favour external exploitation rather than local enterprise? How does this lead to social empowerment in the long term? If the current status is not addressed then the result cannot be social growth and development but rather the establishment of cheap investment sites that establish foreign industry.

CHAPTER 19; RECESS

The matters of concern in Africa have evolved from interests of communities to entire communities of interests. The challenge to take up leadership in Africa over this period (1950-2000) was complicated by the lack of precedence and compounded by lack of development of leadership over the years. Eventually dominant theory prevailed whether it was the best in the circumstances or not. The lessons for leadership in Africa during this period are important filters for future actions.

During the intense years Leadership was faced with diversified and difficult organization challenges that needed more than just political will, resolutions and agreements to manage. There was need to run government and manage national affairs of corporate nature using structured organization and order.

LEADERSHIP DEVELOPMENT

Leadership development is definitely a matter that demands immediate attention as the “intense years” of so much happening in Africa have shown. The current demands on leadership in Africa are not about to become any lighter in future. Will leadership in Africa be prepared? How do we get leadership prepared?

One of the bigger challenges for leadership in Africa during the latter part of the intense years was organization change and leadership succession; transfer of the reigns of power to new teams of management. The succession of failure or failure of succession of the process provides strong indications of the absence of leadership development over that period. The collapse of “successful” institutions also leaves the question of leadership development begging. The concept of failed states is really a serious indictment on leadership development in Africa. Leadership in Africa, on the threshold of the third millennium, may ignore leadership development at the cost of its own demise as a land with a right to self-determination.

END OF THE SECOND DAY

It has been a long day without a fairy tale ending. This reality check will prepare us for the coming day. Leadership options for the future do not lie in the past. In learning from history, leadership must focus on creating hope and taking advantage of opportunity presented by tomorrow. During this recess we will consider some interventions and understanding that will help us address the third day.

CHAPTER 20; LEADERSHIP DEVELOPMENT

By harnessing leadership talent in a structured manner leadership in Africa can become a powerful development agent within organization frameworks. But this calls on organization frameworks to provide for two important features within their organization structure expression and participation. In this manner leadership will be able to identify, harness and develop group potential for organization good. The absence of expression and participation dulls and stifles the contributions of leadership and heaps undue pressure on the leader to carry the burden of leadership. The net effect is that leadership becomes lazy and irresponsible by leaving the business of leadership to one person the leader.

Leaders on the other hand tend to become unresponsive or despotic when expected to carry the burden of leadership alone. Leadership in Africa should take note it is possible to create own problems in organization by discarding the contribution of leadership in the organization. Leadership becomes mischievous when not held accountable.

EDUCATION

Surely Africa has invested in the development of leadership, take Education for example! The answer to that is yes! Education generally produces people with knowledge and skill. Leadership requires people able apply knowledge with skill. Leadership does require basic education (to empower

leadership communication) and education has placed many in Africa on equal footing with the rest of the globe but leadership is more about initiative, enterprise and industry. Africa has plenty of engineers produced over the last 50 years who know about cars. And there are plenty of cars in Africa. But Africa is yet to produce its first car!

Leadership is not even about expertise its about invention and innovation. Leadership is integrating what you know with what needs to be done. Leadership is to create social advantage. Education alone as an avenue for leadership development is insufficient. Education has not realized many of the expectations pegged to it. A worrisome trend is the migration of (educated) leadership capital in Africa.

EMPOWERMENT

Should we develop leadership by empowerment? Shall we give the people resources, power and authority to facilitate development? The resources reserves and riches of the people and pasture are some of the most enviable on earth! But No! Leadership development is firmly not about experimenting with power and privilege. Leadership development must be deliberate detailed and designed to produce a designated result – sound leadership. Leadership is about developing responsibility, competence, integrity and wisdom and applying these within the context of ones social responsibility. It is about measured empowerment coupled with training and trust. Leadership and responsibility can be taught from a very early age.

EXPERIENCE

Surely we have experience in Africa. Does that not say something for leadership development? Yes leadership in Africa has in fact had a great deal of exposure. Experience is more than going through some specified exposure. It means learning from exposure and modifying future behavior against exposure. It is participating in a process and developing competencies. It is observing mistakes and avoiding them in future. Experience must add value and be seen to be creating improvement. It is deriving lessons from your successes and failure and applying them in future situations.

Some of the mistakes leadership has made have been replicated and repeated in multiple environments with agonizing predictability. Previous learning has not placed much value in the hands of society. Experience is of no value to leadership unless leadership can condense wisdom from it for the future and apply it in the context of social responsibility.

TALENT

Doesn't Africa have any leadership talent available? We have our share of unmistakable brilliance in Africa but to wait for occasional brilliance to turn up and sustain national development would be presumptuous. We need a continuum of supply of good leadership. If we class leadership as a talent or a gift then we have the responsibility (like any other gift) to develop it. Raw talent is brash, immature and inexperienced.

THINKING

We must start with thinking leadership. We need to promote creative, deductive, analytical and constructive thinking to design and produce social value. We must also encourage initiative to improve living environments. Nobody holds the copyrights to the thought process. It is freely given. These leadership competencies must be cultivated and developed early in line with social responsibility.

TECHNIQUE -TRAINING

How much does leadership technique contribute to successful organization leadership? Much as technique cannot make up for talent, technique can and does ensure consistency in the quality of service delivery. As a development strategy technique equips leadership with efficient tools to exercise effective leadership. Technique is important because it raises the average competence level of leadership within an organization. Organizations that do not invest in equipping staff with leadership technique experience vast internal differentials in terms of individual productivity leading to sub optimal organization performance. There will be a clear mismatch between organization potential and actual performance.

TRAINEES

One of the most popular mechanisms for developing leadership has been to select a chosen few and set them up for leadership development as “management trainees”. This group is recruited and trained to think differently. They are placed on fast track experiences to think for (like) the organization. This may

produce good results, but it also speaks of wider neglect of the corporate responsibility for leadership development in the organization while creating and sustaining the view that leadership is for the chosen few.

ROTATION

In recruiting for leadership development organizations could create development paths or staff rotation programs that allow staff to be developed and evaluated in various leadership environments. This will ensure depth of dynamic leadership resources within institutions. Banks have some advanced structures that meet and sustain service continuity which also provide for a framework for leadership development. The culture in such organizations fosters leadership growth and a high performance tradition.

DELEGATION

Leadership can be competently developed through structured and graduated delegation of assignment tasks with judicious monitoring of the use of power and authority to develop leadership ability.

PROMOTION

One of the most popular methods of developing organization leadership is to start off at the lowest rank and keep promoting the officer as they master the requirements of each new job. Whereas this may be a powerful bureaucratic strategy of development, the process emphasizes “grasp” rather than development. It is a default exposure where the person being developed is constantly on trial rather than developing

competence leadership at some future date. Participants tend to focus on the process rather than the subject and become leadership in waiting rather than leadership in practice.

SUMMARY

There is perhaps no ideal method of leadership development (and there are numerous others not mentioned here). The challenge is to design a development program that produces leadership that will support organization growth. The program will need to incorporate the development of trust, responsibility, competence and wisdom. The program will need to be sufficiently dynamic as to be practical in work environments.

CHAPTER 21; THE CORPORATION

...dynamic order

The corporation is a highly flexible, responsive organization that makes use of leadership at every level. It is able to quickly mobilize leadership to attend to business, environmental and social issues. It is able to develop, adapt and integrate systems and structure programs to continually secure advantage by allowing leadership to act (independently and report later) on matters concerning the business of the corporation.

The corporation is able to maintain its organic nature (and ensure success) by submitting to leadership specific processes

for determination, direction, discipline and development. This opportunity is given (offered) to leadership with various levels of trust, assignment scope and degree of responsibility against pre-determined (matching) capability. Successful initiative is rewarded and effort appropriately recognized. Leadership is developed in corporations by increasing competence (training), increasing scope of assignment and periodically evaluating trust (with a view of increasing responsibility). By doing so the corporation is able to ensure that only those who are capable are entrusted with corporate (social) responsibility. This also reduces risk, stresses competence, promotes the capable while giving (fair) opportunity to all for participation

By placing leadership in the hands of those who need it, with the backing and support of the organization the corporation is able to avoid monumental structure that carry heavy overhead and create organization inertia.

Corporations differ from other forms of organization in that they are most dynamic and therefore offer more opportunities for participation and involvement in corporate affairs. Corporations offer suitable (not necessarily stable) environments for leadership development. Though corporations offer the environment to develop leadership, clear development plans to harness corporate potential must be outlined.

Because the leadership function is shared out throughout the organization, leadership is able to develop laterally through expanded responsibility, rotation and exposure without having

to wait for vertical advancement. This means that careers in corporations need not be made through a series of (vertical) promotions, but satisfactory careers can also be achieved by exploring and exploiting personal abilities and building diverse competencies applicable within the corporation. This makes employees flexible all round players

The Human Resources function in the corporation manages the development of leadership to competently address the needs of constantly changing internal organization. The human resources function also prepares leadership to respond appropriately to environmental conditions for the organization to serve survive and thrive in its environment.

Corporate leadership is an example of responsive leadership creating and developing leadership structures to meet its social obligations and take up social responsibility. The corporation specifically assembles and develops leadership for that purpose. Corporate leadership is also proactive in that it collects and uses environment intelligence to determine organization strategy and future focus. The nature of The Corporation offers powerful lessons on effective organization management, efficient order and proficient leadership.

CHAPTER 22; CULTURE

...a deteriorating condition of organization

Does culture have anything to say about organization? One of the strongest organization impactors and influencers is culture. The behavior found in an organization influences the behavior of those who join. Culture is interaction based and contextual in nature. Culture is remitted from one person to another. Culture is also a deteriorating condition it does not remain constant. Anyone can tell a story, few people can repeat a story properly, even fewer can tell you the meaning of the story. Inevitably bits and pieces get left out as the story is repeated. In the organization context decay inevitably overcomes internal business practices. This rate of decay does not even take into account the changes in environmental circumstances that affect business practice.

VALUES

Cultural values make up culture. Traditions are instituted for a purpose. Purpose may expire in which case the value of the traditions diminish. When purposes expire traditions become memorable decorative pieces with a lot of meaning and symbolism but are empty shells without current application. There are many organization traditions and practices that will make the more colorful section of our leadership Museum.

Values on the other hand sustain tradition. There are values and principles of behavior that are timeless. Whenever an organization undergoes change or a culture update some values may need to be retained and formulated into (new) desirable organization practices. To trash everything that is cultural is to erode (dismiss) the value of culture in creating order in society. Both formal and informal organizations require suitable working culture. Managing organization culture is a powerful leadership tool for directing organization development and facilitating corporate growth.

CULTURE & TRADITION

Culture is behavior. Tradition is habit. Culture is principles of behavior. Tradition is exercise of habit. Culture needs revamping. Tradition needs changing. Tradition is associated with incidents. Culture is a pattern of behavior. Though culture may deteriorate, tradition can remain fairly stable. Tradition marks culture. Culture makes tradition.

It is quite possible to exercise tradition outside of culture. Any organization or conference of people associated for any length of time will develop a culture and may form some traditions by allowing certain behavior to become established. Aspects of culture allowed to become tradition form conditions of reliability and permanency. If the traditions add value to organization growth and development they remain beneficial. If traditions no longer add value for any reason they can become inhibitors of organization growth and development.

TRAINING

Training regulates culture. Tradition commits culture to memory. Training regulates behavior, tradition programs behavior. Training is necessary in an organization because it stops cultural decay, revamps the organization, (re) forms behavior and facilitates leadership development. It also keeps management and strategic communication current throughout the organization. Effective training maintains a profitable (value adding) corporate culture. Training monitors, maintains and mentors informal order in formal organizations.

A LEADERSHIP TOOL

What is not commonly appreciated is that culture is a creation and tool of leadership. It is a condition of organization that can be addressed. It can be both learned and communicated. It is not a permanent feature of people and organization it is a created or formed element of organization. It can therefore be influenced and directed by leadership. Leadership in an organization must take full responsibility to monitor and manage cultural influences that would be detrimental to the organization. Culture can be interpreted as corporate or organization discipline. Its regulation can and should be taken in hand and addressed by leadership. It is one of the many issues in organization management that can be addressed without technology or extra funding. If leadership does not take the initiative to monitor and revamp (desirable) culture it will soon slide into unprofitable behavior. Culture easily influences people, productivity, performance and profit.

LEADERSHIP DEVELOPMENT & CULTURE

There are organizations that leave Leadership development to the mercy of organization culture. There are few organizations that have developed strong traditions and business practices that have been able to sustain them for generations, but they will also have taken care to ensure that they have remained relevant over time. However, organizations should by no means leave the leadership development to culture alone leadership development should incorporate training to factor in and internalize environmental developments to ensure continued growth relevance and success.

SUMMARY

Culture is a feature not a permanent condition of organization. An organization is not condemned to its culture but leadership must align it to realize the full value of organization, corporate activity, support and participation of staff in corporate affairs. Larger organization numbers present an added challenge and require greater effort to realize returns on investment in corporate culture. But there is no reason to allow corporate objectives to suffer or become undone because of incompatible behavior that compromises the organizations ability to meet its social commitments.

CHAPTER 23; THE LEADER VACUUM

...the willing and the able

There is no doubt that the absence of a leader in an organization constitutes an unsuitable organization condition that can be described as a leader vacuum. It only constitutes a crisis if leadership has not been developed to take up responsibility. If leadership is not developed even after the leader position is filled, the prevailing condition constitutes a leadership vacuum that will eventually precipitate another crisis.

Finding suitable leaders is a big challenge anywhere. In many cases those that are able are, for the most part, unwilling. This scenario is not unique to Africa alone. A poor succession of leaders creates discontinuity in leadership, organization instability and will eventually disrupt delivery of corporate services and social commitment. This means that effective leaders need to be staffed efficiently at every level of organization. Leaders should therefore be in good supply. Without internal leadership development the leader search becomes a critical exercise.

The associated risks of acquiring leaders are higher and more unpredictable than those associated with leadership development. There are times however when an organization must look outside for new leaders, though organization

persisting in this mode of selection must be prepared for the traffic like nature of organization development in which great accomplishments of a green leader are put to a stop by the actions of a red leader, while an orange leader can throw all traffic in an organization into a state of confusion by his state of ambivalence. The search itself to fill the leader vacuum can be quite a notorious exercise as four people present themselves for selection.

UNWILLING & UNABLE, UU

Mercifully this candidate is (sometimes) dismissed on site and will hardly be given opportunity to lead the ship. Yet we must consider the chance that he will be selected to the position because we have a crisis on our hands (and can't quite think straight). This person is merely an office holder not sustainable by popular support or able to offer any proof of office by signs, initiative or activity. This leader is a stopgap leader. His highest achievement being that he held office when there was no one else available. The stopgap leader is one great organization challenge and he might end up stopping the gap for too long. Woe to the organization that will select and endure this leader for any length of time. Some organizations will have this leader imposed on them for reasons beyond their control. The rest is not interesting reading.

UNWILLING & ABLE, UA

Though it may seem that this is a good candidate because he has a "healthy" measure of reluctance to take on the leader role. It may also be true that he could not be bothered to apply himself. There is no guarantee that he will use his ability to

become willing. Two problems also dodge leadership here; this leader is hard to find and if he is found he may not garner full leadership support. This makes him a leadership risk. If he takes office he may turn out to be an abrasive leader with (workable) individualistic tendencies. This kind of leader may be required in specific organization settings such as driving change initiatives.

WILLING & UNABLE, WU

This choice is perhaps the riskiest option available. It is also the most prevalent and generously available. This leader is particularly dangerous because he is capable of winning popular support because of his seeming willingness to lay down his life, when in fact he has no idea what is to be done. This leadership finds it difficult to go beyond mere imagery and symbolism. Leaders of this kind are great informal leaders and are subject to politics and opportunism to cover up for technical failure. They appeal to the people as pragmatists but organization performance will not be a strong point while they are in office.

WILLING & ABLE, WA

Though this may appear as an ideal choice, these leaders do not often put themselves forward for leadership. The search will be deep, hard and perhaps long. The WA do not treasure the rough and tumble of illogical exposure occasioned by public affairs and therefore find it difficult to be elected as leaders. They also will usually already have their hands full of other responsibility (making them unwilling to take on more). This does not make them in any way an ideal choice. The only way this leader will usually obtain office is probably by specific appointment, career

growth, leadership development or succession planning. Such a leader will need to set aside other responsibilities or have them taken care of in order to make a positive long-term impact on the organization.

SUMMARY

Though any of these may come to office and do an excellent job we highlight the associated risks of unknown entities against leadership developed to take office. All the above leaders will take office with a lingering doubt and a confidence vacuum that needs to be erased before they can perform effectively as leaders. The people will have to wait and see if they have made the right choice. Developed leadership will have been observed. Competence, capability and commitment will not be in question. At least expectations of the developed leader will be realistic

The leader vacuum and its impact on organization performance is clearly discernible in discontinuous public appointments. Organizations that persist in leader vacuum theory to fill (top) leader positions take very high risks of performance continuity, service reliability and public confidence in the organizations performance. In many cases the organization remains in a state of suspended crisis even after appointment. In this state, an organization growth and development is highly unlikely. The leader vacuum also presents a challenge for leadership in an organization because one quartile (leader box) of the leadership square remains consistently unstable rendering leadership unsettled, insecure and to a large degree incompetent. Private organizations tend to prepare better to handle the leader

vacuum than public organizations. Perhaps private sector organizations are more vulnerable to leadership instability than public institutions.

CHAPTER 24; LEADER PROCESSING

...the choice is yours

The process of identifying leaders is one that should be used carefully to facilitate the identification of suitable leaders that will support organization development and sustain order. A further reason why careful thought should be given to the method of identifying leaders is because experimenting with leaders is a costly organization process and can quickly and easily lead to corporate failure. There is need for suitability and stability in the leader box for leadership in an organization to have opportunity for profitable expression. Too frequent changes in the leader box causes traffic light leadership.

PROCESSING METHODS

Favored ELECTION Popular	Filtered SELECTION Qualified
Fit APPOINTMENT Competent	Functional RECRUITMENT Capable

These terms emphasize the methods used to arrive at identifying leaders. Each process yields a leader characteristic of

the process. Before an organization seeks a leader it must determine the best method of identifying the leader. Each method has its separate strengths and will reveal leaders who will exercise those strengths in office.

Poor choice of method of identification may yield a mismatch of position such as an elected leader (popular) being appointed to a position that requires very specific competencies. Such a situation is not just a leader processing failure but could easily result in organization leadership failure and collapse of corporate performance.

The nature of the organization may call for a specific leader processing method. Associations favor elections while corporations will delay appointments to senior positions in search of specific competencies. An election processes leaders from an open-ended spectrum. Selection will emphasize the most suitable from a limited bank of qualified options. Recruitment emphasizes need based functional ability. While the search process leading to appointment is based on identifying a suitable fit to match specific assignment.

Organizations must take cognizance of the process that will yield the leader to create balance and stability in the leader box and also ensure desirable continuity of organization leadership form to support corporate performance. Each method will process and produce a leader with strengths and weakness characteristic of the process.

CHAPTER 25; LEADERSHIP II

LEADER	SYSTEM
SUPPORT	STRUCTURE

We have wrestled with the concept of leadership for two days and have shown that leaders providing leadership can make huge personal contributions but are also subject to human limitations. We have also seen that organization structure is needed to create order but structure in itself can hinder the efficiency of leadership performance.

Systems, method and ideology are important aids to leadership but can cramp leadership style and do not always yield prescribed results. Every system is limited by its design paradigm. To exercise leadership without the full inclusion of all the people within an organization is a pursuit with diminishing and eventually destructive returns

LEADERSHIP

Leadership is a corporate responsibility and organization competence that must be deliberately harnessed to realize the full value of organization and create social benefit. Leadership also can be interpreted as the degree of corporate social responsibility exhibited by the people (in an organization). Managing both formal and informal order is critical to the sustenance, survival and success of an organization.

BALANCE

It seems that effective leadership must strive to achieve and maintain a harmonious and constructive balance of all the elements in the leadership matrix to realize corporate growth in an organization. It also seems that an organization can order its formal environment, but cannot afford to ignore the informal order that it attracts into existence in its environment.

LEADERSHIP IN SOCIETY

Society will periodically contract the services of leadership bodies or empower individuals, agencies or organizations to exercise leadership on their behalf. But all the gains made by leadership should accrue benefits to society. Society is just as able to disempower such agencies at will (even though the organizations may remain in existence for a long time afterward). Such agencies will no longer be referred to for leadership.

If leadership does not realize social value then it fails. If leadership accrues personal benefits without securing corporate returns then it has neglected office. Leadership is not an end in itself it is a means to social returns. Leadership is a birthing agency that influences the outcome of any individual effort, group action, social function or corporate endeavor.

HOPE

We hope you appreciate the depth and detail of the leadership task. We hope you appreciate the need for definitive development of leadership to ensure the strength, stability and survival of an organization. We also hope that you appreciate

the determination and diligence required to make a success of leadership practice. Equipped with both knowledge and understanding we must enter the third day.

PART 3

THE FUTURE

CHAPTER 26; THE THIRD DAY

...hope

The future of leadership in Africa is about people. The hopes dreams and aspirations of all the souls across the continent. The people need to be part of the process if it is to succeed. Leadership should be recognized, cultivated, grown and established as a means of empowering the people to realize their aspirations. We need the collective momentum of the people participation to transform the nation.

Leadership in Africa has come through a great deal to be where it is today. But the social needs of Africa and the pace of global developments call for renewed leadership efforts that will not only see Africa realize the full benefit of nationhood but also become a major player in international events. Leadership in Africa has a clear international commitment, national assignment and social responsibility. These are exciting times for a land that has come through centuries of indignities and precarious development.

As leadership in Africa has unsteadily made its way forward over the last 50 years it has sought to implement adopted leadership theory and practice. Many of these paradigms meet poor application integration and socialization in local situations. Basic models must be derived from local contexts and built upon. Perhaps it is time that Africa developed new leadership theory to spearhead its leadership programs and its corporate development effort.

The rest of the world has not been asleep. Other continents have invested heavily in leadership platforms that have ensured their development and success over the years. Africa too must develop a leadership platform that will serve it well into the years ahead.

There is no doubt that leadership in Africa must prepare for the future today. Leadership in Africa is on a threshold of opportunity in the third millennium. From this threshold leadership must look forward – far forward in order to develop solutions that will outlive a generation. We cannot and must not go back to the first day. We must attend to the excitement and opportunity of a new day - the third day. The strategies must reflect social responsibility and encourage the participation of the people in the process. Leadership that does not incorporate the participation of its people cannot expect to achieve much in the long term.

THE THIRD DAY

Why is the third day so exciting and full of opportunity? Because Africa has only recently completed its transition from a nation

of communities to a community of nations. It has been a long struggle but a credible and creditable performance. This will count for a great deal in the days to come.

Much of what we have witnessed (and participated in) over the last 50 years is but teething problems, we have yet to see the formed (weaned) nation. The nation has not come anywhere near its full potential. The world cannot afford to ignore Africa as an emerging market and socio-economic power. Outsiders have known this of Africa and tried to loot its resources for over a thousand years. The excitement is nail biting because if Africa learns from its mistakes and picks the right path there is no turning back. This is what leadership must have the courage to do. Pick the right path.

In thinking leadership we can create empowering frameworks that can make a difference in individual circumstances as well as corporate applications for leadership in Africa. Thinking leadership is necessary to realize the full benefits of organization. In thinking leadership we issue a challenge to leadership in Africa to accept social responsibility to think and take on the future.

Though individual aspects of organization and leadership have been addressed separately to highlight the special issues of organization and leadership development in Africa it is important to remember that only corporate and integrative solutions result in favourable transformation. Piecemeal strategies are likely to fall short of realizing real gains for

society. This means that vision and strategy for the nation must run from generation to generation rather than term to term.

CHAPTER 27; THE LEADERSHIP PLATFORM

...going global

As Africa has developed so has the rest of the world. Others have been developing in their own contexts with reference to the global stage and world affairs. It would be interesting to find out how others have fared on the journey. We shall summarize a few of these by determining the leadership platforms they have used. This is new terminology and so we will have to explain what we mean by “leadership Platform”. It is the dominant theme of (any) leadership initiative(s). It is the underlying philosophy governing leadership activity. The continental evaluations enable further understanding:

EUROPE

It is not difficult to see that Leadership in Europe is built on a platform of “dominance” hence the desire and need to dominate world affairs. Europe has been at it for centuries it is unlikely to change tack or track this late in the game even though the empires have dwindled. The latest maneuver to create a European union is a move to ensure they win the current toss up for the number one slot on the global agenda in which North America has made significant gains over the last 100 years.

NORTH AMERICA

America has built leadership on the platform of economic might. Its capital bullies all other currencies and everyone can feel the pervasive presence of the dollar. They have empowered their people economically all the way to the world stage. They have been at it for 200 years it has served them well again they are unlikely to change tack in the next fifty years.

ASIA

Asia has an emergent secret that the world admires. In their isolation, brushed aside and dismissed they chose self-reliance as their global platform. Asian economies command attention though they are “far” away. The nuclear capability of Asian countries is recognized globally and they are called respectfully to the negotiating table. This they achieved in the last 50 years. A commendable achievement. The platform has served them well. They may vary their strategy a little to increase and leverage their advantage on the global stage but they chose well and should remain close to the original track

SOUTH EAST ASIA

SEA invested in technology and has managed to transform their societies into enviable economies. With limited natural resources they have pulled off a near impossible feat. Their products dominate continents and many have become a standard of excellence and quality. Their leadership thinking has global influence. They have done well and now sit firmly on the donor table

SOUTH AMERICA

Somehow this land seems to have been on the perimeter of the global stage for a long time without making a commanding entry. I think Africa gets more attention than South America from the global stage. Not that this translates into much. But South America has one definite edge over Africa. If South America could translate concepts from its football heritage into its economic, political and social spheres, they would be a roaring success and bring color and carnival to the world stage in the process. South America needs a global entry strategy development plan. The platform it has built on is shaky but it is up to them to decide what they want to do.

AFRICA

Africa cannot compete on other people's platforms they are light-years ahead. The path to the global agenda is having something to present not to ask for. We need to develop a leadership platform. There is no denying that Africa's resources are immense what is needed is a platform for leadership to translate the vast potential into value for the people and which can be shared with the rest of the world. Africa must select a platform carefully, as seen in the comparisons it is not easy to change platforms once they become established. But Africa in many ways is only just emerging on the world stage and still has the flexibility to make a considered choice and construct a viable platform to the future.

CHAPTER 28; THE SHEPHERD OF AFRICA

...an enduring legacy

The shepherd of Africa evokes powerful leadership images. The shepherd of Africa goes about his duty on the plains and lofty hills in studied silence and almost passive efficiency, as he has done for generations. It is a lonely task and one that does not attract much attention. It is a humble undertaking and an unassuming role. But when you study the shepherd's daily interaction with his flock it is one of perfect harmony and accord. The shepherd awakes early in the morning in his mind he has already mapped out a route march for the day. As he moves to the cattle boma the animals are already calling for his attention and he lets them out one by one examining the state of each as they leave for the day. It is amazing. The animals seem to know the way. He sets out for grazing pasture with his flock in front of him. When they arrive at designated sites he too takes a rest by the side.

At the designated time the flocks head for the watering hole and jostle one another for a drink. The animals pay little attention to the shepherd but if you asked them they know he is there. If you want to test this theory I challenge you to take over the Shepherd's job at any point in the day for an hour. You will find that the flock does not know you. It is an arduous job not extremely exciting except in the face of danger (or mischief on the part of some animals). When this happens then the

shepherd stands squarely in front of the attacking presence (his back to the flock) and protects his flock. He also assumes this position periodically when he wants to give new directions to the flock (but this time facing the flock). At the end of the day he returns behind a tired well fed herd that he puts to bed before he addresses his own needs. For him the day has been a success.

The African shepherd in his humility holds multiple authentic lessons for leadership in Africa. From this classic example we derive two major and two minor positions assumed by leadership.

UPFRONT

Too many times leadership is out in front giving directions. The assumption is that leadership needs to be out in front to show the people the way. It might help leadership to appreciate that the people have a fairly good idea of which way to go. Leadership is so busy showing the way (with their backs to the followers) that they lose track of the people. Some followers are sick and in trouble others are lost and tired others just drop off. Where is the leadership? Out in front; standing in the way of progress. In this position followers will move at the speed of the leadership (which may not be ideal). This position should only be assumed periodically with specific reason such as danger or direction. It is not to be dwelt upon because leadership will either lose sight of the followers or lose sight of direction - lost sheep or lost vision. Much leadership teaching emphasizes the upfront -on top of things- position as the most

important, practical and most pivotal position of anyone in leadership. Is it?

REARGUARD

The shepherd spends most of his time in this position. It is one in which his view is full of his followers and one in which he is also in view of where they are all going. This is a most strategic position. Military organization knows this well. It is in this position that the leader is able to study the followers, understand their individual abilities by observation. It is in this position that he is able to help the weaker ones. It is in this position alone that he can be sure he has not lost any of his followers and nobody has come to harm. In this position leadership is able to guide and control yet allow individuals with different energy and ability the freedom of expression. Rearguard does not stand between the followers and the objectives. In this position leadership is not the center of attraction. In this position movement will be at the speed of the followers (which is acceptable). In this position leadership is in fact a follower and not a leader.

These are the two major positions. Most (organization) leadership spends much more time in front than at the back. But if you ask me the shepherd is no fool to choose the rearguard position. It is the most strategic and most effective position to lead, organize and create order. There are two other important positions for leadership: Rightside and Blindside

RIGHTSIDE

Leadership takes up this position forming a demarcation for the followers to be wary of. The easiest side to go wandering of is the right side. The right side usually presents attractions that will distract followers from their goals. Followers will be tempted to wander of into a maize plantation that is along the way. The presence of leadership reminds them that they cannot go there if they want to get to their goals and stay on the right side of the boss. The followers may be enjoying new found pasture and wondering around happily, but are just as likely to get into mischief. They need a firm reminder of right from wrong, allowed and unacceptable. The people need to be clear on morals standards and organization norms.

BLINDSIDE

The final position is the blindside. This is a blind spot position in which the leader has full view of his flock but gives them wide open pasture in which their expression and rambling is contained by natural boundaries. When the sheep are in such a safe zone leadership can plan the next move and can even take a minute to scan the horizon for areas he will investigate in the coming days. Leadership has a vantage point while the followers have a measure of freedom.

The side positions are taken up intermittently and are usually planned to coincide with the environmental conditions as the corporate journey unfolds. Could it be that the absence of rearguard accounts for much of the lack of vision and strategic focus in organizations because leadership is actually standing in

the way of its followers. Could it be that leadership runs out of ideas and options because they do not take time to scan the environments for opportunities? Could it be that organizations fail because they lack discipline and clear operating standards to ensure they achieve their goals?

ALL-ROUND LEADERSHIP

Effective leadership is also derived from the strong bond of association between the flock and leadership. It is a congenial relationship. The flock supports the efforts of the leader to do his duty while the leader develops trust as he fulfills his social responsibility and feeds (and satisfies) the hopes and dreams of the flock. You could call this learned trust or merited favour built through reliability and consistency in satisfying the people's needs. This all-round leadership sharply contrasts both top-down (bureaucracy) leadership that favors directives and responsive (bottom up) leadership favored by NGOs community organizations. All round leadership integrates the elements of vision, care, control and direction of organization growth and development into the process of achieving corporate goals.

CHAPTER 29; 2055

...what can Leadership in Africa achieve in 50 years?

Food security, A United Africa, Health for all, Elimination of foreign debt...? All these will not be worth the effort if they do not realize social value for all the members of the Africa

Corporation. 50 years is not a long time in the life of a nation. We need visionary leadership to realize the benefits of social transformation and leave them as a heritage for generations to come. Nations can mobilize leadership to do this level of thinking and chart out the path of nations away from the political arena.

The management of the vision of 2055 is in the hands of today's generation of leadership in Africa. This is not an option it is a responsibility. This generation cannot wait for 2050 to find out how we did. It must act on the key matter of leadership in Africa today as a turning point in the writings, records and references to Africa in the coming days. How will the achievements of this generation mirror the achievements of the Great Ones and the multitude of courageous Greater Ones that history did not have the capacity to name? What inspiration will subsequent leadership draw on today's leadership? What contribution will this generation make to transform Africa into a great community of nations?

PRESCRIPTIONS

If you take a prescription you must buy the medicine that goes with it. Many of the prescriptive solutions offered to leadership in Africa have not worked well. The price of those prescriptions has been costly failure. Africa has no option but to re-invent the wheel (for Africa) to spark creativity, originality, ownership and effectiveness in leadership. The way forward may lie in descriptions rather than prescriptions. Descriptions ensure sufficient understanding of issues to allow for the construction

of creative collaborative resolutions rather than simple single source solutions.

DEVELOPMENT

Problems cannot be the focus of the development efforts of Africa. This perspective does not engineer growth. Problems should never replace vision. Vision is more critical because it incorporates solutions to problems. Focusing on problems deviates focus from priorities that in turn creates future problems. By focusing on problems leadership in Africa misses opportunity, options and openings to take advantage of situations to make progress.

PROBLEMS

The problems of Africa are real. The problems of Africa are many, multiple and mundane. Many of the problems do not require dramatic intervention to eradicate. Effective resolution of many of the problems requires discipline and dedicated management.

EDUCATION

Leadership in Africa may need to evaluate its investment in education. How much value has it added to leadership in Africa. How much has it contributed to Africa's brain drain? The migration of Africa's leadership capital may be telling us more about what education is not doing for us than what it could be achieving. Perhaps education should develop leadership ability rather than build leadership capacity. One stresses initiative, enterprise the other knowledge and skill.

Education systems remove individuals from social responsibility, isolates them in institutions, raises their ambitions and expectations to unrealistic levels, then channels them back into society 20 years later hoping that they will make a healthy social adjustment and take up leadership roles. This does not happen with satisfactory frequency. Perhaps education systems could integrate social responsibility into school programs (rather than complete isolation) to help developing leadership keep in touch with social reality and begin developing solutions (during their education) to address surrounding social needs.

This approach would not only ensure that education becomes a social enterprise that continuously interacts and positively impacts the environment, but would also prepare leadership to practically address social concerns and take initiative to make a social contribution upon completion of education. Education is currently institutionalized it perhaps needs to be socialized.

CORRUPTION

Is corruption really that bad? Yes it is. Corruption I mean - not necessarily in Africa. The focus on corruption in Africa might appear to be a local problem, but then we are now in a global village so our neighbors make a fair contribution. Painting Africa as the bad boy of corruption exonerates everyone else. But there is no need to give the world an excuse to keep pointing fingers. Social responsibility must help to kick out the unhealthy device from all levels of society. Leadership theory could incorporate strategies to contain this multi headed monster.

LEADERSHIP IN AFRICA

Leadership in Africa was a successful agent of self-determination. Leadership development has experienced mixed fortunes in the formal environment. Leadership's idle-capacity is an inexcusable investment and leadership's transformational contribution in society is perhaps overdue. Leadership may be the key to unlocking Africa's vast economic potential as well as harnessing its undeniable social capacity. Yet it is possible for leadership in Africa to quietly assume a state of dormancy that will ensure socio-economic failure.

WAR

War is not the way forward. There is only so much space on the earth and it has pretty much been discovered. The future perhaps lies in fellowship, friendship and working together. The frontiers of leadership are not in places or even space, but rather in the mind bounded by ethical and moral restrictions.

SOCIAL RESPONSIBILITY

"Social responsibility" was not a subject we planned to write about, but after writing the book we find that leadership's true value can only be quantified in a social context. Inevitably leadership must add value to society. It must make a (major) contribution to the success of every social unit from the family to the corporation, from the community to the population. Social Responsibility therefore merits some reflection as we sign off:

Looking into the future there must be some line, code or pledge that will help us stay the course of leadership and leadership

development in Africa. This action will require determination, diligence and discipline. Social responsibility is identifying the right things to do, doing the right things and doing things right. The message of social responsibility is simple enough and can be interpreted and translated into every language at every level of social development. Social responsibility is the conscience of effective leadership.

ORGANIZATION

The Organization has been our basis of evaluating the performance of leadership in Africa. We find that the formulation of organizations is critical to realizing the potential, productivity and performance of organizations. Leadership must pay (extra) attention to the supporting framework it relies upon to achieve success and create order. Also every organization needs to maintain good relations with its internal and external environment to continue its existence. An organization that exists at the expense of its environment will collapse under its own success. Formal and informal organizations are not mutually exclusive. Both are essential for organization growth and corporate development. Formal and informal order must exist in harmony or they will cause the organization to self-destruct.

TRANSFORMATION

Leadership must be very clear about what “transforming Africa” means lest the result of development efforts be a simple mutation. Successful transformation may require revised definitions of leadership themes. For example independence

may no longer be about individual freedom but rather social responsibility. “Self-determination” may need to evolve from exercising power to a working commitment to the welfare of others.

VISION

To be effective leadership will need to think long-term in order to develop holistic solutions rather than piecemeal intervention. Leadership in the family must think at least one generation ahead. No nation can afford to think in less than a 50-year time frame. Perhaps there is need for think tanks or leadership councils that feed leadership thinking into management activity by developing vision, strategy and focus to steer business and governance initiatives into the future. Corporate vision inspires hope, ignites possibility and opens opportunity for participation and individual contribution.

PEER

Perhaps centuries of being treated with indignity has had its toll on self-esteem. Remaining indignant is a waste of time. There is no benefit to maintain a position of disadvantage. Assuming a peer position is not as difficult as it sounds. All it requires is to accept responsibility for ones own. Reverence for visitors needs to evolve to mutual respect in order to develop peer rather than poor relations with neighbors. A peer attitude and approach to issues should also have a marked positive impact on leadership performance.

LEADER BOX

The leader box remains the most competitive square of the leadership matrix and there is great temptation to go it alone without leadership. Leaders, however, can be no better than the leadership that supports them. Many leaders map out their careers at the expense of the organizations they serve while ignoring leadership development. This leads to “abandoned” and overburdened leaders not enjoying the support of (capable or participatory) leadership. The stress and strain of providing leadership easily leads to leader burnout – which often leads to several other unpleasant options.

2005

Global economic surveys show that Africa is the only continent in the world to have become poorer over the last forty years. How did this come about? What are the reasons for this? What strategies should Africa put in place to achieve a turnaround performance? In our opinion it is not the lack or limit of resources that stands in the way of development. Leadership in Africa will need to emerge as both a champion and steward of growth initiatives, a dependable custodian of the continents wealth and a committed agent of the people’s aspirations.

CHAPTER 30; THE PEOPLE

...in leadership

Leadership in Africa cannot hope to achieve anything without the participation of the people. Without the peoples support leadership is meaningless. Defining leadership as social responsibility for corporate success means that the people must be part of the process. Leadership will be realized by the resolution of a society to rise up and determine its corporate destiny.

Through this book we have evaluated the corporate and social role of leadership in Africa. However, the burden of (leadership) responsibility rests with the individual. Please allow me to depart from general discourse and speak with you directly as a key participant in the process.

As participants in leadership we must consistently exercise leadership in our roles and responsibilities in society. We must identify (choose) our role(s), take up responsibility and accept responsibility for the outcome of our participation and involvement. The principles of exercising leadership are the same for everyone only assignments vary in size and scope.

THE LEADERSHIP PROCESS

1. Clarify your responsibilities and determine the purpose of your role	2. Lead the effort to achieve the desired results by planning & organizing activity to realize goals
4. Realize personal growth and create social value	3. Work; take initiative to overcome obstacles and resolve problems to accomplish tasks

1. Determine what needs to be done (in the role)
2. Direct activity in that line of responsibility
3. Discipline yourself to follow through the task
4. Deliver value for society and develop yourself.

Exercising leadership is a personally empowering and a socially enriching function. If we do not exercise leadership, society will be impoverished. Neglecting leadership also results in loss of opportunity, poor use of resources, poor personal development, weak corporate performance and decay of ones environment. By disciplining ourselves to handle (increasing) responsibility successfully we make leadership development a process of social maturity. Leadership therefore ceases to be an external assignment practiced periodically for purposes of reward and becomes an internalized ability exercised naturally at every opportunity to realize personal growth and social enrichment.

THE LEADER BOX

At one time or other we find ourselves in the leader box. The leader box will require additional skill; will wisdom and dedication to handle effectively. Personal development to competently handle the role should never be underestimated.

But emphasis on ability need not be overrated either because a primary requirement of the leader box is continuous development. Handling the demands of the leader box if handled positively will grow the leader

THE LEADER PROCESS

1. (help) Determine direction. The leader requires wisdom to determine appropriate direction.

2. Divide distribute and communicate responsibility to ensure leadership participation in pursuing goals

4. Deliver value to society and ensure continuity and survival of the organization by developing people

3. Dedication to corporate success by coordinating and inspiring efforts to make progress and realize desired results

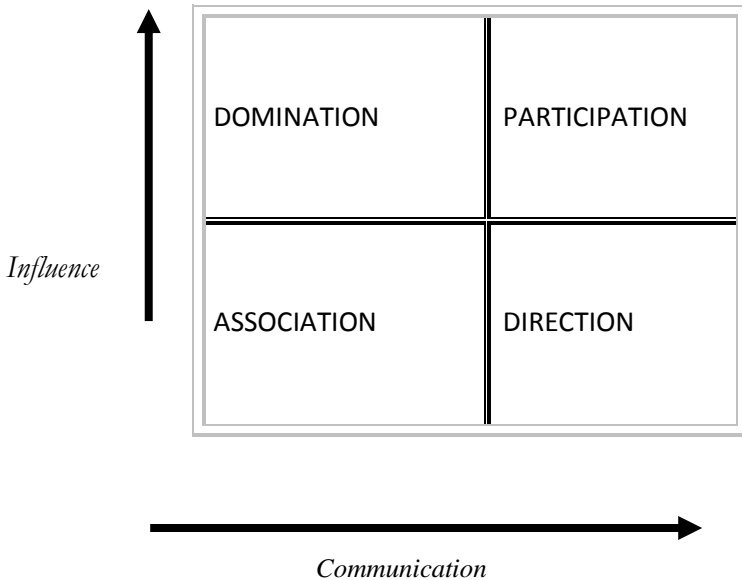
1. Establish Direction
2. Delegate roles & responsibility
3. Detail and derive results
4. Develop people to add social value

EXERCISING LEADERSHIP

Exercising leadership will require courage, initiative, enterprise and concerted effort. It is our corporate participation in the leadership process that will translate to the social transformation, growth and development required to realize the hope of the people.

SOCIAL OUTCOMES

Effective leadership should generate positive social impact. Leadership influence and communication within an organization can create four possible outcomes.



Excessive influence causes social domination but little understanding or belief in corporate ideals. Low influence and little communication may only achieve weak association with corporate ideals. Good communication will merely clarify corporate direction. Ideally effective leadership influence and communication should generate ownership and participation in corporate affairs.

WHY EXERCISE LEADERSHIP

Leadership; sets a standards for the future (generations) to build on, establishes a platform of excellence, benchmarks progress by raising levels of acceptable performance, records history and writes the future, raises social and economic averages and encourages further participation, raise incomes

and spread joy as well as makes available social benefits, realizes dreams and brings out the best in society, raises the hope of children and captures the imagination of a people, overcomes obstacles, develops individuals and add value to society, glorifies God and brings honor to a nation. If leadership does all this then your participation is not necessary. It is mandatory!

CHAPTER 31; THE CONFERENCE

I once walked into a deserted conference hall. The empty meeting room hung with an air of desolation. Papers were strewn all over the tables and the chairs completely disarranged – evidence that the esteemed participants had left in some sort of hurry and a good measure of disorder. Pandemonium maybe. They were not coming back. They did not seem to have had a neat organized ending to the program.

As I prepared to leave the chamber I made a mental note that, as a trainer, I should never leave a meeting room in such a state. Then my eyes caught the last inscription of trainer scribble on the last used sheet of paper on the podium it read – the best way to predict the future is to create it! As I mused over this piece of proffered wisdom, it struck me as quite insightful. Then I too left the room with a spring in my stride – off to create the future! We do need to sit and deliberate, direction, details and developments for a while. But the more important thing is for us to go out there and do something about it. The conference

was good while it lasted but staying there was not going to move things along. The fact that the room was deserted is a triumph because presumably we have people out there creating the future, doing something about it and making a difference.

As I concluded this book I wanted to have a well-organized summary with a witty conclusion and a picture perfect ending. When I recalled the conference, I realized that such an ending is not necessary and not the point of this book at all. The book is only a beginning. The best ending to this book is in the future. Friend - The Conference is over!

Things happen

Most people wait for things to happen

Many are not even aware that things happen

Others take for granted that things happen

Leadership makes things happen

Education gets you the interview

Leadership gets you the job

Education outlines your career

Leadership determines your success